

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Vizian, Donna
Sent: Wed 4/19/2017 11:58:56 PM
Subject: Re: Presidential pictures

We will get on it 1st thing.

On Apr 19, 2017, at 4:54 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Please frame blow up photos of the President and Vice President in the N and S lobbies while we wait on GPO pictures.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Assistant Administrators[Assistant_Administrators@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Elkins, Arthur[Elkins.Arthur@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Regional Administrators[Regional_Administrators@epa.gov]
Cc: Jackson, Ryan[jackson.ryan@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Associate Administrators[Associate_Administrators@epa.gov]; DAA-Career[DAACareer@epa.gov]; Deputy Associate Administrators[Deputy_Associate_Administrators@epa.gov]; DRA[DRA@epa.gov]; ARA[ARA@epa.gov]; Associate Assistant Administrator[Associate_Assistant_Administrator@epa.gov]; Deputy ARAs[Deputy_ARAs@epa.gov]; OCFO-SROs[OCFO_SROs@epa.gov]; OCFO-SRO Contacts[OCFO-SROContacts@epa.gov]; SIOs[SIOs@epa.gov]; IMOs[IMOs@epa.gov]; OHR PMOs[OHR_PMOs@epa.gov]; OCFO-SBO[OCFOSBO@epa.gov]; OCFO-Regional-Comptroller[OCFORegionalComptroller@epa.gov]; OCFO-FMO[OCFOFMO@epa.gov]; OCFO-OB-FCO-RPIO 01[OCFOOBFCORPIO_01@epa.gov]; OCFO-OB-FCO-RPIO 02[OCFOOBFCORPIO_02@epa.gov]; OCFO-OB-FCO-RPIO 03[OCFOOBFCORPIO_03@epa.gov]; OCFO-OB-FCO-RPIO 04[OCFOOBFCORPIO_04@epa.gov]; OCFO-OB-FCO-RPIO 05[OCFOOBFCORPIO_05@epa.gov]; OCFO-OB-FCO-RPIO 06[OCFOOBFCORPIO_06@epa.gov]; OCFO-OB-FCO-RPIO 07[OCFOOBFCORPIO_07@epa.gov]; OCFO-OB-FCO-RPIO 08[OCFOOBFCORPIO_08@epa.gov]; OCFO-OB-FCO-RPIO 09[OCFOOBFCORPIO_09@epa.gov]; OCFO-OB-FCO-RPIO 10[OCFOOBFCORPIO_10@epa.gov]; OCFO-OB-FCO-RPIO 11[OCFOOBFCORPIO_11@epa.gov]; OCFO-OB-FCO-RPIO 13[OCFOOBFCORPIO_13@epa.gov]; OCFO-OB-FCO-RPIO 16[OCFOOBFCORPIO_16@epa.gov]; OCFO-OB-FCO-RPIO 17[OCFOOBFCORPIO_17@epa.gov]; OCFO-OB-FCO-RPIO 18[OCFOOBFCORPIO_18@epa.gov]; OCFO-OB-FCO-RPIO 20[OCFOOBFCORPIO_20@epa.gov]; OCFO-OB-FCO-RPIO 26[OCFOOBFCORPIO_26@epa.gov]; OCFO-OB-FCO-RPIO 27[OCFOOBFCORPIO_27@epa.gov]; OCFO-OB-FCO-RPIO 30[OCFOOBFCORPIO_30@epa.gov]; OCFO-OB-FCO-RPIO 35[OCFOOBFCORPIO_35@epa.gov]; OCFO-OB-FCO-RPIO 39[OCFOOBFCORPIO_39@epa.gov]; OCFO-OB-FCO-RPIO 75[OCFOOBFCORPIO_75@epa.gov]; OCFO-OB-FCO-RPIO 77[OCFOOBFCORPIO_77@epa.gov]; OCFO-SR-MGRS[OCFOSRMGRS@epa.gov]; OCFO-Special Assistants[OCFOSpecial_Assistants@epa.gov]; OCFO-OTS-Division Directors[OCFO-OTS-Division_Directors@epa.gov]; OCFO-OTS-Managers and Associates[OCFO_OTS_Managers_and_Associates@epa.gov]; Ripollone, Eva[Ripollone.Eva@epa.gov]; OCFO-OTS-COMPASS-USERS[OCFOOTScompassusers@epa.gov]; Etheredge, William[Etheredge.William@epa.gov]; Baptist, Douglas[Baptist.Douglas@epa.gov]; Reilly, Tom[Reilly.Thomas@epa.gov]; Woolford, James[Woolford.James@epa.gov]; Wyman, Steve[Wyman.Steve@epa.gov]; OARM-OAM-EAS All Users[OARMOAMEAS_All_Users@epa.gov]; Grants GMOs[Grants_GMOs@epa.gov]; Grants JROs[Grants_JROs@epa.gov]; Grants GCRC[Grants_GCRC@epa.gov]; Comm Directors and Alternates[Comm_Directors_and_Alternates@epa.gov]; Regional Public Affairs Directors[Regional_Public_Affairs_Directors@epa.gov]; Roberts, MichaelL[Roberts.MichaelL@epa.gov]; Ayala, Lisa[Ayala.Lisa@epa.gov]; Lindenblad, Susan[Lindenblad.Susan@epa.gov]; Devere, David[Devere.David@epa.gov]; Vuong, Chi[Vuong.Chi@epa.gov]
From: Bloom, David
Sent: Tue 5/9/2017 8:49:19 PM
Subject: Program and Regional Contacts for EPA DATA Act Inquiry Responses

Colleagues -

To follow-up to my joint April 12, 2017 memorandum with Donna Vizian, Acting Assistant Administrator for the Office of Administration and Resources Management, the U.S. Environmental Protection Agency's spending data is available starting today on [Beta.usaspending.gov](https://beta.usaspending.gov) in compliance with the Digital Accountability and Transparency Act of 2014. As a result, each program and regional office must be prepared to receive

and respond to data-specific public inquiries. We will coordinate with program Communications Directors and regional Public Affairs Directors to facilitate the process to respond to inquiries from external stakeholders for your respective office.

In preparation for an increase in inquiries from external stakeholders, a central EPA email address, **Ex. 6 - Personal Privacy**, will serve as the primary vehicle for DATA Act inquiries and responses. All DATA Act-related inquiries received by employees, grantees, or contractors should be forwarded to this address, with the exception of Freedom of Information Act requests, which will continue to be handled by the agency's existing FOIA process.

The central DATA Act email will be monitored by the OCFO and OARM Communications Directors, who will forward inquiries to the appropriate Communications Director(s) or Public Affairs Director(s) who will be responsible for coordinating responses within their respective office(s). Your office will be responsible for providing draft responses that will be reviewed by the OCFO and/or OARM Communications Director(s). OCFO/OARM will be responsible for responding to the requestor via the central email address.

If further review or investigation is required relating to the spending data, the Office of the Controller will serve as the lead for research or assistance with the response and coordinate with other key offices as required. The Office of the General Counsel may be consulted for issues related to ethics or legal compliance.

As a reminder, the DATA Act requires federal agencies to make their spending, contracts, and grants data publicly available in a format that is accessible, searchable, and reliable. The agency submitted its first detailed files to Treasury and OMB on April 28 and will report quarterly moving forward. These files show the status of the agency's funds by appropriation, obligations, and outlays for contracts and grants. For further details and updates about the DATA Act, visit the [DATA Act Communications SharePoint site](#).

If you have any questions or concerns, please do not hesitate to contact me or your staff may contact Nate McMichael, OCFO's Communications Director, at mcmichael.nate@epa.gov or 202-564-0382.

Thanks,

David

David Bloom

Acting Chief Financial Officer

Office of the Chief Financial Officer

Environmental Protection Agency

(202) 564-1151

To: Jackson, Ryan[jackson.ryan@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Washington, Valerie[Washington.Valerie@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]
From: Reeder, John
Sent: Fri 2/24/2017 7:24:53 PM
Subject: MIA for an hour or two

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I think I can make it to the 4pm with Donna, which I think is the meeting about Tulsa work space. But probably not really needed at that meeting and can follow up with Donna as nec.

I expect to be back in time for the scheduling meeting at 4:30.

JReeder
202 564 6082 (direct)

To: Assistant Administrators[Assistant_Administrators@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Elkins, Arthur[Elkins.Arthur@epa.gov]; Associate Administrators[Associate_Administrators@epa.gov]; Regional Administrators[Regional_Administrators@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; DAA[DAA@epa.gov]; DRA[DRA@epa.gov]; Deputy Associate Administrators[Deputy_Associate_Administrators@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; ARA[ARA@epa.gov]; Deputy ARAs[Deputy_ARAs@epa.gov]; OCFO-SROs[OCFO_SROs@epa.gov]; OCFO-SRO Contacts[OCFO-SROContacts@epa.gov]; OCFO-SR-MGRS[OCFOSRMGRS@epa.gov]; OHR PMOs[OHR_PMOs@epa.gov]; OCFO-SBO[OCFOSBO@epa.gov]; OCFO-Regional-Comptroller[OCFORegionalComptroller@epa.gov]; Lead Region Coordinators HQ[Lead_Region_Coordinators_HQ@epa.gov]; OCFO-Regional Planning Staff and Headquarters Contacts[OCFORegional_Planning_Staff_and_Headquarters_Contacts@epa.gov]; OCFO_management Integrity Advisors[OCFO_management_Integrity_Advisors@epa.gov]
From: Bloom, David
Sent: Fri 3/17/2017 9:10:14 PM
Subject: FW: Enterprise Risk-Based Decision Making Memo
Memo FY 2017 Guidance for Enterprise Risk-Based Decision Making at EPA.pdf

Colleagues,

To follow-up on my March 6, 2017, memorandum, I am pleased to provide the attached FY 2017 Guidance for Enterprise Risk-Based Decision Making at EPA: Integrating Strategic Reviews and Management Integrity. This comprehensive guidance builds on progress the EPA made in FY 2016 to incorporate the consideration of risk into agency planning and budgeting decisions. This year, we have a unique opportunity to align our strategic and internal control reviews with the development of our *FY 2018-2022 EPA Strategic Plan* revision.

Thank you for your responsiveness to my previous request to designate a risk liaison for your office. The OCFO is developing executive-level and technical training, which we expect to conduct in April, to support our enterprise risk assessment efforts. We will share the list of the agency's risk liaisons and provide more detailed information about the training soon. For your convenience, memorandums, guidance, and other materials related to this process can be found on Sharepoint at

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I appreciate your engagement and flexibility as we undertake our spring planning and budgeting processes. We look forward to working with you and your newly designated risk liaisons to strengthen the agency's risk-based decision making, beginning with our FY 2017 strategic reviews and internal control reviews.

David

David Bloom

Acting Chief Financial Officer

Office of the Chief Financial Officer

Environmental Protection Agency

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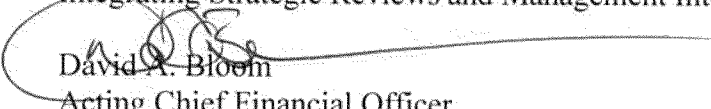
UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

MAR 17 2017

MEMORANDUM

OFFICE OF THE
CHIEF FINANCIAL OFFICER

SUBJECT: FY 2017 Guidance for Enterprise Risk-Based Decision Making at EPA:
Integrating Strategic Reviews and Management Integrity

FROM: 
David A. Bloom
Acting Chief Financial Officer

TO: Assistant Administrators
General Counsel
Inspector General
Associate Administrators
Regional Administrators

To follow-up on my March 6, 2017, memorandum, I am pleased to provide the FY 2017 Guidance for Enterprise Risk-Based Decision Making at EPA: Integrating Strategic Reviews and Management Integrity (Attachment A). This comprehensive guidance builds on progress the EPA made in FY 2016 to incorporate the consideration of risk into agency planning and budgeting decisions. In developing the guidance, the OCFO reached out to program and regional offices for feedback, which is reflected in the guidance.

This year, we have a unique opportunity to align our strategic and internal control reviews with the development of our *FY 2018-2022 EPA Strategic Plan* revision. We have integrated these efforts to benefit from a forward-looking assessment of risks, and of the actions needed to address those risks, to inform our actions over the next four years, including the agency's FY 2019 planning and budgeting decisions. We recognize the need to be flexible in carrying out this approach, as it will be affected by the timing of communications on the Administrator's priorities and development of new strategic goals and objectives under our revised Strategic Plan. As needed, the OCFO will adjust the schedule and deadlines outlined in the guidance and promptly communicate any changes to you. For your convenience, Attachment B illustrates the key components and projected timing, subject to change as needed, for our integrated FY 2017 risk-based decision making processes.

This integrated guidance lays out a step-by-step approach to 1) complete FY 2017 internal control reviews that support our current *FY 2014-2018 EPA Strategic Plan*; 2) conduct strategic reviews that will support the Administrator's priorities and the strategic goals and objectives we are developing for the *FY 2018-2022 EPA Strategic Plan* revision; and 3) position us to develop internal controls that support the revised strategic plan. Supported by updated templates and a new risk assessment tool, the guidance will help the EPA advance risk-based decision making and meet new Office of Management and Budget requirements, including development of the EPA's Initial Risk Profile.

Thank you for your responsiveness in designating a risk liaison for your office. As noted in my March 6 memorandum, the OCFO is developing executive-level and technical training, which we expect to

conduct in April, to support our enterprise risk assessment efforts. We will share the list of the agency's risk liaisons and provide more detailed information about the training soon. For your convenience, memorandums, guidance, and other materials related to this process can be found on Sharepoint at

Ex. 6 - Personal Privacy

I appreciate your engagement and flexibility as we undertake our spring planning and budgeting processes. We look forward to working with you and your newly designated risk liaisons to strengthen the agency's risk-based decision making, beginning with our FY 2017 strategic reviews and internal control reviews.

Attachments (2)

cc: Acting Deputy Administrator
 Deputy Assistant Administrators
 Deputy Regional Administrators
 Deputy Associate Administrators
 Chief of Staff
 Deputy Chief of Staff
 Assistant Regional Administrators
 Deputy Assistant Regional Administrators
 Senior Resource Officials
 Senior Resource Official Contacts
 OCFO Senior Managers
 Program Management Officers
 Senior Budget Officers
 Regional Comptrollers
 Lead Region Coordinators
 Headquarters and Regional Planning Contacts
 Management Integrity Advisors
 Risk Liaison Officers

FY 2017 Guidance for Enterprise Risk-Based Decision Making at EPA: Integrating Strategic Reviews and Management Integrity Internal Controls

INTRODUCTION

This guidance builds on progress EPA made in FY 2016 to incorporate the consideration of enterprise risk in agency planning, budgeting, and accountability decision making. This year we have a unique opportunity to align our strategic and internal control reviews with development of our *FY 2018-2022 EPA Strategic Plan* revision. We can benefit from this forward-looking assessment of risks, and of the actions needed to address those risks, to inform our actions over the next four years, including the agency's FY 2019 planning and budgeting decisions. We recognize the need to be flexible in carrying out this approach based on the timing of the communication of the Administrator's priorities. We will adjust the schedule and deadlines as needed.

This guidance lays out an integrated step-by-step approach to:

- 1) Complete internal control reviews scheduled for FY 2017, beginning immediately, that support our current *FY 2014-2018 EPA Strategic Plan* and report the results in the AAs and RAs FY 2017 assurance letters to the Administrator;
- 2) Conduct forward-looking strategic reviews that will support the Administrator's priorities and the strategic goals and objectives we are developing for our *FY 2018-2022 EPA Strategic Plan* revision; and
- 3) Position the agency to develop internal controls that support our revised strategic plan and provide an opportunity to identify new issues that arise from the FY 2017 strategic reviews and report them in the FY 2017 assurance letter. Supported by updated tools and templates, the guidance is designed to produce deliverables that will help advance enterprise risk-based decision making at EPA and meet new Office of Management and Budget (OMB) requirements for EPA's Initial Risk Profile.

Among key changes this year, EPA is creating a new cadre of risk liaisons who will support our FY 2017 strategic reviews and management integrity work and our efforts longer-term to advance the agency's understanding and application of enterprise risk management principles. In April, OCFO will provide executive training for senior leaders and hands-on technical training for key staff—risk liaisons, management integrity advisors, and planners—which clarifies expectations, roles and responsibilities and supports a common understanding and consistent use of key terms and new tools to facilitate our risk assessment efforts.

Further, to reduce our workload and reporting burden, in lieu of developing traditional strategic review summaries of findings, we will leverage the performance data analyses conducted at end-of-year FY 2016 by updating the Executive Overview with relevant performance results data on progress under our current *FY 2014-2018 EPA Strategic Plan*. We will not complete strategic reviews for cross-agency strategies this year, relying on last year's results and updating progress through mid- and end-of-year reporting. For this year's internal control reviews, we will focus on assessing controls at the strategic goal/objective level under our current strategic plan.

Using updated tools and templates, we will focus our FY 2017 strategic reviews on assessing risks for strategic goals and objectives developed for the revised *FY 2018-2022 EPA Strategic Plan* and, like last year, for our mission-support and research programs. To support analyses for NPM/regional senior

leader strategic reviews, OCFO has developed a new risk-assessment spreadsheet tool, which includes drop-down features and auto-generated heat maps of risks. The tool will also help align the agency's management integrity work by identifying associated internal controls, which will help in developing an agency-wide inventory of internal controls. OCFO has also developed an internal control review reporting template to comply with the Government Accountability Office's latest Green Book revision. And lastly, we refined the template for summarizing strategic review results to guide discussions with the Acting Deputy Administrator and Acting Chief Financial Officer.

The guidance that follows is organized into three sections:

- I. FY 2017 Internal Control Reviews to Support Current *FY 2014-2018 EPA Strategic Plan*;
- II. FY 2017 Strategic Reviews Focused on *FY 2018-2022 EPA Strategic Plan* Revision; and
- III. Internal Control Reviews Under the Revised *FY 2018-2022 EPA Strategic Plan*.

The guidance provides detailed directions for key participants, templates and instructions, and timelines for deliverables. Appendices include: A) Common Terms and Definitions; B) Guide to Templates, Forms, and Risk Assessment Tool; C) Criteria for Designation of Progress for Strategic Objectives in *FY 2014-2018 EPA Strategic Plan*; D) Overview of Deliverables and Major Milestones; and E) Flowchart of Major Milestones: FY 2017 Risk-Based Decision Making for Planning and Budgeting.

SECTION I: FY 2017 INTERNAL CONTROL REVIEWS TO SUPPORT CURRENT *FY 2014-2018 EPA STRATEGIC PLAN*

Introduction

For FY 2017, the agency will continue to implement the framework established for assessing and reporting on internal controls to support the *FY 2014-2018 EPA Strategic Plan*: focusing on identified key programs, assessing risks, and setting priorities for conducting internal control reviews. AAs and RAs will use the *FY 2017 Assurance Letter Template* to prepare their assurance letter to the Administrator. The template outlines the information to be included in the assurance letter, due to the Administrator by Friday, **August 18, 2017**.

Key Steps for FY 2017 Internal Control Reviews

Step 1: Assess Internal Controls

Participants: Agency Senior Leaders (AAs/DAAs/ODs, Lead Region RAs/DRAs/DDs), Management Integrity Advisors, Lead Region Coordinators
Target Completion Date: July 31, 2017

For this year's internal control reviews, beginning now, offices should focus on assessing controls at the strategic goal/objective level under our current FY 2014 – 2018 Strategic Plan. Each program and regional office is responsible for ensuring that risks identified for their key programs are considered for the possible effects on the accomplishment of the agency's strategic goals, objectives, and cross-agency strategies and that associated internal controls are assessed and operating effectively.

In assessing internal controls, offices should follow a risk-based approach that reflects management's informed judgement regarding the potential risks to agency operations. Management should use all available sources of information, including:

- Knowledge gained from daily operations of agency programs and systems,
- Management reviews conducted specifically for the purpose of assessing internal controls,
- Strategic reviews and program evaluations relevant to internal controls,
- Office of Inspector General (IG) and GAO audit findings and recommendations not resolved or fully implemented, and
- Engagement with lead regions.

AAs and RAs are to use the template, Government Accountability Office (GAO) Standards for Internal Control, to document the effectiveness of their organizations' internal controls and compliance with GAO's five standards and 17 principles shown below.

Standards	Principles
Control Environment	1. Demonstrate Commitment to Integrity and Ethical Values 2. Exercise Oversight Responsibility 3. Establish Structure, Responsibility, and Authority 4. Demonstrate Commitment to Competence 5. Enforce Accountability
Risk Assessment	6. Define Objectives and Risk Tolerances 7. Identify, Analyze, and Respond to Risk 8. Assess Fraud Risk 9. Analyze and Respond to Change
Control Activities	10. Design Control Activities 11. Design Activities for Information Systems 12. Implement Control Activities
Information and Communication	13. Use Quality Information 14. Communicate Internally 15. Communicate Externally
Monitoring	16. Perform Monitoring Activities 17. Remediate Deficiencies

A full explanation of each standard and principle, as well as attributes that explain the principles in greater detail, can be found in the Green Book. OCFO will provide executive- and staff-level technical training on the standards and principles in FY 2017. AAs and RAs must submit a copy of the template with their assurance letter.

EPA's lead region system is designed to facilitate effective national program and regional office collaboration in all the major phases of agency decision making. To support the agency's management integrity program, lead regions engage other regions in identifying internal control concerns (e.g., effectiveness of addressing program risks, vulnerabilities, and emerging issues) and synthesize input from all ten regions into a "regional view" that informs agency decision making. **No later than June 1, 2017**, lead regions should provide their consolidated input to the appropriate national program office for consideration as AAs prepare their annual assurance letters.

Step 2: Report on Internal Controls

Participants: Agency Senior Leaders (AAs/DAAs/ODs, Lead Region RAs/DRAs/DDs), Management Integrity Advisors, Lead Region Coordinators
Target Completion Date: April 14, 2017; August 18, 2017

Preparing Assurance Letters. Each AA and RA is required to submit an annual assurance letter to the Administrator, which attests to the soundness of internal controls. The assurance letter summarizes the results of internal control reviews conducted and identifies deficiencies that require senior management's attention (i.e., significant deficiencies, agency-level weaknesses, and material weaknesses). As appropriate, the AA's and RA's assurance letter includes an assessment of the effectiveness of internal controls over programmatic and administrative operations, and internal controls over financial reporting (including financial systems). Additionally, the AA's and RA's assurance letter certifies their organization's compliance with EPA's Scientific Integrity Policy. Please note: in addition to the certification in the assurance letter, each program and region must submit Scientific Integrity implementation activities electronically to the Office of the Science Advisor for review and assessment by EPA's Scientific Integrity Committee. (The questionnaire and instructions for submission are available at [Ex. 6 - Personal Privacy](#))

Ex. 6 - Personal Privacy Please refer to *Appendix B: Guide to Templates, Forms, and Risk Assessment Tool* for a listing of requirements and associated links to the forms and templates which must accompany the AA's and RA's assurance letter.

Program and regional offices periodically report on the status of corrective actions underway to strengthen internal controls. On April 14, during the mid-course check-in, lead offices are required to provide a status update to OCFO on efforts underway to address current weaknesses and significant deficiencies for which they are responsible. Offices are to use the template, *Current Weaknesses and Significant Deficiencies*, to document progress in addressing existing weaknesses and significant deficiencies. Additionally, the midyear check-in is an opportunity to identify potential new issues that offices wish to bring to the attention of senior management. This may include issues identified by our oversight organizations (OIG, GAO, OMB) or findings from on-going internal control reviews. Offices are to use the template, *Newly Proposed Weaknesses and Significant Deficiencies*, to identify a new weakness.

As in past years, EPA must respond to all management challenges and potential weaknesses identified by OIG and GAO. In May, OCFO will distribute the management challenges identified by OIG and GAO that responsible AAs and RAs will need to address in their assurance letters. Responsible offices are to use the template, *Agency Response to OIG and GAO Identified Issues and Management Challenges*, to provide their responses. The information will be used to support the agency's *FY 2019 OMB Budget Submission and Congressional Justification*, and *FY 2017 Agency Financial Report*.

Reporting on Internal Controls over Programmatic Operations. All AAs and RAs are responsible for assessing and reporting on the effectiveness of internal controls for mission-related programs. This includes programs managed by the National Program Managers that support the strategic goals and objectives, cross agency strategies, or regionally-led initiatives or geographic areas.

Reporting on Internal Controls over Financial Reporting. All AAs and RAs are responsible for assessing and reporting on the effectiveness of internal controls for any financial support program that impact the agency's financial reporting process. This includes programs such as grants and contracts,

acquisition, financial management, and information technology. Additionally, all AAs and RAs must certify and report on the adequacy of internal controls for the following areas:

- Unimplemented OIG and GAO Recommendations (Certification)
- Sensitive Payment (Certification)
- Unliquidated Obligations

AAs for OCFO and the Office of Administration and Resources Management, are responsible for an identified set of significant financial processes for which they must assess the effectiveness of internal controls. These offices must complete the template, Significant Financial Processes, to report the results of the reviews and any weaknesses and/or significant deficiencies identified.

The AA/RA for OARM and Region 2 must certify and report on the adequacy of internal controls for the following areas:

- USASpending.gov (Certification) (Completed by OARM)
- Hurricane Sandy (Certification) (Completed by Region 2)

Programs and regional offices should complete the corresponding form for each of the areas listed above and report any significant concerns or issues that should be raised to agency senior leadership. All forms must be submitted with the AAs/RAs assurance letters.

Reporting on Internal Controls Over Financial Management Systems Compliance. Under Section 4 of the Federal Managers' Financial Integrity Act, the agency must assess the effectiveness of its financial management systems and report on their conformance with government-wide principles, standards, and requirements, as outlined in the Federal Financial Management Improvement Act of 1996. As applicable, AAs and RAs are responsible for conducting reviews of IT systems that support the agency's financial management systems to determine whether they provide complete, reliable, consistent, timely, and useful financial management information for decision makers and the public. AAs and RAs should use the attached Financial Management Systems template for reporting their results.

Submitting Assurance Letters. AA and RA assurance letters must be submitted directly to the Administrator by **August 18, 2017**. Additional copies should be provided as follows:

- An electronic copy to OCFO email box Ex. 6 - Personal Privacy
- An electronic copy to Patrick Gilbride (gilbride.patrick@epa.gov), Office of the Inspector General.

NOTE: The electronic version of the assurance letter and the accompanying attachments must be submitted as a single pdf document on office letterhead and contain the actual signature of the AA/RA or designee and date.

SECTION II: FY 2017 STRATEGIC REVIEWS FOCUSED ON *FY 2018-2022 EPA STRATEGIC PLAN* REVISION

Introduction

Building on progress made last year, EPA's FY 2017 strategic reviews will incorporate risk assessment. We will take a forward-looking perspective, focusing our risk assessments on the new strategic goals and objectives developed for the *FY 2018-2022 EPA Strategic Plan* revision based on the Administrator's priorities. We recognize the need to be flexible in carrying out this approach based on the timing of the communication of the Administrator's priorities. We will adjust the schedule and deadlines as needed.

Please note that we will also complete risk assessments for our mission-support and research programs, which we initiated last year. By focusing on the revised strategic plan, we can use our risk assessments to help guide agency actions over the next four years, as well as to provide the basis for EPA's Initial Risk Profile due to OMB this year.

Mindful of significant workload demands, we have taken steps to reduce reporting burden. This year we are leveraging our FY 2016 performance analyses and *Executive Overview of FY 2016 End-of-Year Performance* to consider progress made under the *FY 2014-2018 EPA Strategic Plan* and eliminating the need to develop stand-alone summaries of findings. In addition, we will not conduct strategic reviews for cross-agency strategies, relying on last year's results and updating progress at mid- and end-of-year (not quarterly). The guidance provides a risk assessment tool and templates to guide this effort, facilitate analyses for NPM/regional senior leader strategic reviews, and inform senior leadership engagement and decisions.

Key Steps to Conduct FY 2017 Strategic Reviews

Step 1: Gather and Analyze Relevant Data

Participants: Agency Senior Leaders for Strategic Goals, and Mission-Support and Research Programs (AAs/DAA/ODs, Lead Region RAs/DRAs/ARAs/DDs), Risk Liaisons, Management Integrity Advisors, NPM Planners, Lead Region Coordinators
Target Completion Date: March-April 2017

National program office/lead region senior leaders, supported by key staff, will prepare for strategic review discussions—strategic goals and mission-support and research programs—by gathering a broad range of data and other evidence (e.g., updated FY 2016 performance results, indicators in the *EPA Report on the Environment*, risk information including risks identified during the FY 2016 strategic reviews, staffing/funding information, internal controls review results, program evaluations, emerging issues/strategic foresight analyses, prior year OIG and GAO findings, legal and compliance structures). This information will provide senior leaders with a fuller understanding of the many factors that might affect the ability of EPA to achieve mission, mission-support, and research objectives.

A. Update FY 2016 Performance Results and Progress for Strategic Goals Under the *FY 2014-2018 EPA Strategic Plan*

OCFO will work with NPM planners and Lead Region Coordinators (LRCs) to update FY 2016 performance results and progress for strategic goals under the *FY 2014-2018 EPA Strategic Plan* and, as needed, revise the *Executive Overview of FY 2016 End-of-Year Performance* and the full set of strategic measure graphs created as part of the FY 2016 end-of-year process. EPA will share the updated document and the full set of graphs with OMB in lieu of summaries of findings of our strategic review results. NPM planners should ensure that the final version is approved by their AA/DAA.

Consistent with strategic review requirements, EPA's updated *Executive Overview* will designate any strategic objectives that are "Making Noteworthy Progress" or are a "Focus Area for Improvement." Appendix C provides criteria for making these designations, which are the same as past years.

B. Conduct Risk Assessments for Strategic Objectives and Any Management Objectives in the Draft Framework for the *FY 2018-2022 EPA Strategic Plan* Revision

A key dependency of risk assessment this year is the communication of the Administrator's priorities and the development of the agency's draft strategic goals and objectives in the *FY 2018-2022 EPA Strategic Plan* revision. Senior leaders from NPM offices (Office/Division Directors) and associated Lead Regions (Division Directors, with input from regions), with the support of risk liaisons, are responsible for completing risk assessments for the agency's draft strategic objectives, as well as for mission-support and research programs. Regional leader involvement is instrumental in these discussions to capture key risks and opportunities at the implementation level.

Risk assessments for the strategic goals, strategic objectives, and any management objectives in the draft framework for the *FY 2018-2022 EPA Strategic Plan* revision are the focus of this year's strategic reviews, providing the agency with a consistent approach for identifying, assessing, managing, and monitoring risks. Risks are defined as threats to achieving agency objectives stemming from internal and external environments, current processes, non-process risks, or future conditions. This focused effort will help us proactively identify actions we can take to improve the outcome of agency objectives and reduce the potential negative impact of threats.

New this year, we have developed a risk assessment tool, which builds on our initial experience last year. The new tool will support senior leaders in completing key phases of the risk assessment—data gathering, risk identification, risk analysis, risk response and action—described below. The Excel-based risk assessment tool features drop-down menus with instructions (e.g., brief description, category, likelihood and impact, potential actions, internal controls) and includes the functionality for auto-generated heat maps to support analyses. OCFO will provide executive- and staff-level technical training on conducting risk assessments, including use of the tool.

Data gathering. This most important step establishes the context and informs the entire risk assessment. Senior leaders (program office Directors/Division Directors and Lead Region Division Directors) should consider all relevant and available information in identifying risks to achieving mission, mission-support, or research objectives. This involves taking into account FY 2016 performance results and progress for strategic objectives; risks identified during the FY 2016 strategic

reviews; FY 2016 internal controls review results; prior year GAO and OIG findings; legal and compliance structures; inter-dependencies with other agencies, partner organizations, and outside organizations; stakeholder interests and priorities; interactions with Congress and the public; agency culture; and, other external environmental factors.

Risk Identification. Supported by risk liaisons, senior leaders will use the risk assessment tool to identify and describe the risks, both within and outside of the agency's direct control, to achieving each strategic objective. Senior leaders will then identify the category that best describes the risk, using the drop-down menu of the tool.

Risk Analysis. Senior leaders will consider the probability of the risk occurring and the potential harm, again referring to the drop-down menu of instructions. Once senior leaders have assessed the likelihood and impact of risks for each objective, they can use the tool to generate a heat map. Risks that fall in the green portion of the map suggest risks that have a lower likelihood of occurring and low impact; conversely, risks that fall in the red portion of the map suggest risks that have a higher likelihood of occurring and higher negative impact. Risk heat maps are useful to inform strategic review discussions, including identification of the most significant risks to achieving mission, mission-support, and research objectives.

Risk response. Senior leaders will identify actions to address the risks, as well as internal controls that will support these efforts, as appropriate. Identifying controls is an important step in the risk assessment process—since effective controls can reduce the likelihood of a risk materializing and the impact. Internal controls identified as part of risk assessments will help establish the initial internal controls inventory associated with the *FY 2018-2022 EPA Strategic Plan* revision and the focus of future internal control reviews (see Section III of this guidance).

C. Develop Strategic Measures for the *FY 2018-2022 EPA Strategic Plan* Revision

NPM planners and lead region coordinators (LRCs), with support from OCFO Desk Officers, will develop strategic measures—the most important measureable outcomes to support the goals and objectives in the *FY 2018-2022 EPA Strategic Plan* revision. AAs/DAAs and Lead Region RAs/DRAs will discuss key changes from the FY 2014-2018 strategic measures with their managers as part of their internal strategic reviews (see step 2) and then with the Acting Deputy Administrator and CFO (see step 4).

NPM planners and LRCs will also develop an appendix to the Strategic Review Results Template (see step 1D) listing the full set of proposed strategic measures by strategic objective. Strategic measures set the stage for the development of annual budget measures and associated operational measures for FY 2019 and beyond.

D. Prepare Straw Strategic Review Results Templates

National program office/lead region senior leaders, supported by key staff, will prepare for strategic goal, mission-support, and research strategic review discussions by completing straw Strategic Review Results templates. These templates—one for each Strategic Goal and associated objectives under the *FY 2018-2022 EPA Strategic Plan* revision, one for each mission-support program, and one for research programs—will capture relevant information from data gathering (A and B of this section) and guide the AA/DAA and

Lead Region RA/DRA discussions. The templates include five sections (with instructions on the notes pages) along with an appendix:

Agenda. List the draft objectives for the strategic goal, mission-support or research programs, along with the topics to be covered—performance data and other evidence; risk assessments; strategies and strategic measures, as relevant.

Overview. Provide overall highlights of the strategic goal, mission-support or research program. Summarize overarching issues or considerations that provide context for NPM/regional senior leader strategic reviews and discussions with the Acting DA and Acting CFO. Consider legal and compliance structures, inter-dependencies with other agencies, partner organizations, and outside organizations, stakeholder interests and priorities, interactions with Congress and the public, agency culture, and other external environmental factors.

Relevant Performance Data and Other Evidence. Provide the draft objective statement and identify associated programs. Present the most significant performance results data and other evidence that may be relevant to understanding key accomplishments/challenges to advancing the objective under the *FY 2018-2022 EPA Strategic Plan* revision. Refer to updated *Executive Overview* and other performance data, FY 2016 strategic review results, FY 2016 internal controls review results, GAO and OIG findings.

Risk Assessment Heat Map and Highlights from Risk Assessments. Include the heat map of all the risks identified through the risk assessment for the objective, and identify the most significant risks to achieving the objective using the heat map as part of your analysis. Describe the actions and timeline for addressing the most significant risks, along with the key internal controls.

Strategies and Key Measures. Identify the strategic measures (for strategic goals) or performance measures (for mission-support and research programs) for assessing quantifiable progress toward the objective. Note changes to measures, including those that were eliminated. Describe major strategies crucial to advancing progress toward objective results.

Appendix: Complete List of Strategic Measures (Strategic Goals only). Provide the complete list of proposed strategic measures for strategic goal and objectives in the *FY 2018-2022 EPA Strategic Plan* revision.

Step 2: Convene AA/DAA & Lead Region RA/DRA Strategic Review Discussions

Participants: Agency Strategic Goal, Mission-Support, and Research Leaders (AAs/DAAs/ODs, Lead Region RAs/DRAs/ARAs/DDs and other headquarters/regional leaders as desired)

Target Completion Date: May 2017

AAs/DAAs and Lead Region RAs/DRAs/ARAs will convene strategic review discussions with senior managers, including headquarters office directors and regional division directors. This year there will be strategic reviews for each goal and associated objectives in the *FY 2018-2022 EPA Strategic Plan* revision, for each mission-support program (OARM, OEI, and OCFO will convene individual reviews), and for research (ORD will convene its review like last year). We will not a joint mission-

support strategic review this year. Also we will not conduct strategic reviews for cross-agency strategies.

Advance materials include straw Strategic Review Results templates and completed risk assessments by objective, including the auto-generated heat maps. Risk heat maps are useful to inform the strategic review discussions, including identification of the most significant risks to achieving mission, mission-support, and research objectives.

Step 3: Finalize and Submit to OCFO Strategic Review Results Templates and Risk Assessment Tool

Participants: Agency Strategic Goal, Mission-Support, and Research Leaders (AAs/DAAs & Lead Region RAs/DRAs/ARAs)

Target Completion Date: May 2017

Following the strategic reviews, AAs/DAAs and Lead Region RAs/DRAs will update and finalize the Strategic Review Results Templates to reflect their discussion and decisions. Completed Strategic Review Results Templates and risk assessment tools are due to OCFO in mid-May. OCFO will use the completed Strategic Review Results templates and risk assessments as the basis for analyzing enterprise results, including preparing for senior leadership's ranking of the top enterprise risks (see step 5), and discussions with the Acting Deputy Administrator and Acting Chief Financial Officer (see step 4).

Step 4: Discuss Strategic Review Results with Acting DA/CFO

Participants: DA, CFO, Agency Strategic Goal, Mission-Support, and Research Leaders (AAs/DAAs/ODs and Lead Region RAs/DRAs/ARAs/DDs and other headquarters/regional leaders as desired)

Target Completion Date: May-June 2017

Using the Strategic Review Results templates as a guide, AAs/DAAs and Lead Region RAs/DRAs will discuss with the Acting Deputy Administrator and Acting Chief Financial Officer their thinking on risk assessments, strategies, and strategic measures related to advancing each of the strategic goals and associated objectives in the *FY 2018-2022 EPA Strategic Plan* revision, as well as mission-support and research programs. Senior leaders will discuss the risks faced by the agency and the actions to address them, setting the stage for senior leader ranking of enterprise risks (see step 5) and development of EPA's draft Initial Risk Profile, and inform discussion of budget priorities at EPA's FY 2019 Planning Meeting.

Based on results of the meetings with Acting DA/CFO, AAs/DAAs and Lead Region RAs/DRAs will update their Strategic Review Results templates, as needed, and provide to OCFO by end of May.

Step 5: Facilitate Senior Leader Enterprise Risk Ranking

Participants: Agency Senior Leaders (AAs, DAAs, RAs, DRAs, Associate Administrators and Deputy Associate Administrators)

Target Completion Date: June 2017

OCFO will analyze the universe of risks from the completed risk assessments for the agency's strategic goals, mission-support and research programs, noting key themes and potential areas for senior leader attention. Senior leaders will use the analyses to identify and rank the most significant risks to the agency, identifying the top enterprise risks. Senior leaders will discuss top-ranked enterprise risks, along with actions to address them, as appropriate, to inform FY 2019 planning and budgeting. EPA's FY 2019 Annual Planning meeting. This discussion will inform the development of the agency's initial risk profile, and also the identification of priorities for the FY 2019 budget development.

SECTION III: INTERNAL CONTROLS UNDER THE *FY 2018-2022 EPA STRATEGIC PLAN* REVISION

Introduction

As EPA moves forward in finalizing and implementing our revised *FY 2018-2022 EPA Strategic Plan*, the agency will identify the internal controls needed to mitigate the risks identified during the FY 2017 strategic reviews. OCFO will use this information to inform development of an agency-wide initial internal controls inventory, which will support our revised *FY 2018-2022 EPA Strategic Plan* and meet new OMB requirements. We recognize the need to be flexible in carrying out this approach based on the timing of the communication of the Administrator's priorities. We will adjust the schedule and deadlines as needed.

Step 6: Identify and Validate Initial Internal Control Inventory

Participants: Agency Senior Leaders (AAs/DAAs/ODs, Lead Region RAs/DRAs/DDs), Management Integrity Advisors, Lead Region Coordinators
Target Completion Date: June - September 2017

In FY 2017, NPM and regional senior leaders, supported by key managers and staff, will review and update their internal controls to support the strategic goals and objectives in the revised *FY 2018-2022 EPA Strategic Plan*. Additionally, offices should consider using the results from the FY 2017 strategic reviews and risk assessments as an opportunity to identify new issues that should be reported in the AAs and RAs FY 2017 assurance letter.

During FY 2017, program and regional offices will identify the associated internal controls based in the results of the strategic reviews and risk assessments. OCFO will use the information to develop an initial internal control inventory to inform future enterprise risk decision making. For the FY 2018 management integrity process, offices will be required to use the new GAO standards and principles to validate the effectiveness of internal controls.

OCFO Contact Information

For questions about this guidance, please contact Sherri Anthony (202-564-3185) regarding Internal Controls (Sections I and III), and John Hall (202-564-3020) regarding Strategic Reviews (Section II). Also feel free to contact OCFO staff identified below.

Internal Controls (Sections I & III)	
Lead	Phone
Annette Morant	564-3671
Bobbie Trent	566-0983

Strategic Reviews (Section II)		
NPM	Desk Officer	Phone
OAR	Zach Church	564-8638
OARM, OCFO, OEI, OIG	Nic Grzegozewski	564-2292
OCSPP	Linda Hicklin	564-2688
OECA	Beth Burchard	564-6981
OITA	Emily Heller	564-3332
OLEM	Eric Marquina	564-2714
ORD	Dani Shannon	564-2119
OW	Aaron Kocian	564-2306
Risk Assessments	Hayley Gross	564-0177

Appendices

- A. Common Terms and Definitions
- B. Guide to Internal Control Templates and Forms
- C. Criteria for Designation of Progress for Strategic Objectives in the *FY 2014-2018 EPA Strategic Plan*
- D. Overview of Deliverables and Major Milestones

Appendix A: Common Terms and Definitions

Agency-level weakness – a designation for a level of weakness in internal controls that, while not reaching the level of a material weakness, still merits the Administrator’s attention

Control activities – This GAO internal control standard concerns the policies, procedures, techniques, and mechanisms that implement management’s direction toward achievement of goals. Internal control activities help ensure that management directives are carried out.

Control deficiency – A control deficiency exists when the design, implementation, or operation of a control does not allow management or personnel, in the normal course of performing their assigned functions, to achieve control objectives and address related risks. Control deficiencies are only reportable if they meet the definition of a significant deficiency, agency-level weakness, or material weakness.

Control environment – This GAO internal control standard establishes and maintains an environment throughout the organization that sets a positive and supporting attitude toward internal control and conscientious management. This includes establishing goals, objectives and performance measures at the entity and activity level.

Enterprise risk management – An effective approach to addressing the full spectrum of the organization’s risk, including challenges and opportunities, by considering the combined array of risks as an interrelated portfolio, rather than addressing risks only within specific programs.

Financial non-conformance – A financial non-conformance is an instance in which the agency’s financial systems do not substantially comply with government-wide standards.

Financial system – A financial system that performs financial functions, including general ledger management, funds management, payment management receivable management, and cost management. It may be integrated through a common database or interfaced electronically to meet defined and processing requirements. The financial system is specifically used for collecting, processing, maintaining, transmitting, and reporting data about financial events. Other uses include supporting financial planning, budgeting activities, and preparing financial statements.

Information and Communication – This GAO internal control standard states that data and information should be recorded and communicated to management and others who need it and in a form and within a timeframe that enables them to carry out their internal control responsibilities.

Internal control framework – structured plan for assessing internal controls and serves as the basis for the Assistant and Regional Administrators assurance letter to the Administrator. The framework consists of the following:

- ***Program review strategy*** – a logic model used to document compliance with the GAO internal control standards. It provides the basis for determining and prioritizing (based on risk rankings) reviews to be conducted to assess the effectiveness of internal controls. The program review strategy serves as a companion to the multiyear plan.
- ***Multiyear plan*** – Three to five-year plan developed by national programs or regional offices for internal control reviews. Based on the level of risk being addressed, the plan indicates which controls will be reviewed as well as when and how the review will be conducted. They function as “living” management tools, allowing offices to make adjustments based on new or emerging issues.

Internal control review – periodic, in-depth examination of the effectiveness of internal controls (programmatic, administrative, financial). May be carried out internally or by an external party, such as Inspector General or Government Accountability Office.

Internal controls – are integral to managing an organization and comprises the plans, methods, measures, and procedures used to meet missions, goals and objectives, and in doing so, prevent waste, fraud, and abuse.

Management challenges – as defined by the GPRA Modernization Act of 2010, program or management functions within or across agencies that have a greater vulnerability to waste, fraud, abuse, and mismanagement (such as issues identified by the Government Accountability Office as high risk or an Inspector General) where a failure to perform well could seriously affect the ability of agency or the Government to achieve its mission or goals.

Material weakness – A weakness that adversely affects the integrity of agency programs or activities; significantly impairs fulfillment of the mission or a major agency program, function or activity; violates statutory, judicial or regulatory requirement; deprives the public of needed services or threatens human health or safety; significantly weakens safeguards against conflict of interest, waste, loss, unauthorized use, or misappropriation of funds, property or other assets; or results in more than a remote likelihood that a material misstatement of the financial statements, or significant financial report, will not be prevented to detected.

Mitigation action summary – A brief description of actions that can be taken to mitigate the risk, whether the action be avoided, reduced or shared.

Monitoring – this GAO internal control standard concerns oversight to assess the quality of performance over time, and effectiveness of internal control activities in fostering efficient and effective programs management and stewardship of resources. Monitoring also ensures that findings of audits and other reviews are promptly resolved.

Office- or regional-level weakness – a control deficiency that, in your judgment, does not require the Administrator's action or attention, but will be addressed, reported, and corrected, by the responsible office/region.

Risk – Threats to achieving objectives stemming from internal and external environments, current processes, non-process risks, or future conditions.

Risk assessment – This GAO internal control standard concerns the identification and analysis of risks that could impede the efficient and effective achievement of goals and objectives, such as those defined in strategic and annual plans. Managers must assess risks from both internal and external sources, and determine how to manage those risks.

Risk impact – The effect of a risk event on performance of key function(s).

Risk likelihood – The probability of a risk event occurring.

Risk management – Coordinated activity to direct and control challenges or threats to achieving an organization's goals and objectives.

Risk type – Category of risk that impacts a specific aspect of the organization.

Significant deficiency – a control deficiency or combination of control deficiencies in financial activities that: 1) Represents a significant weakness in the design or operation of an internal control that could adversely affect the organization's ability to meet its internal control objectives; 2) affects the Agency's ability to report reliable financial data in accordance with generally accepted accounting principles; and 3) results in more than a remote likelihood that a misstatement of the Agency's financial statement or other significant financial report will be prevented or detected.

Appendix B: Guide to Internal Control Templates and Forms

<i>Who Completes</i>	<i>Title</i>	<i>Purpose</i>
<i>All AAs/RAs</i>	<u><i>Assurance Letter Template</i></u>	<i>Provides an outline of the information to be included in the AAs' and RAs' assurance letter to the Administrator</i>
<i>All AAs/RAs</i>	<u><i>Government Accountability Office Standards for Internal Control</i></u>	<i>Documents the organization's assessment of internal controls against the five GAO standards</i>
<i>AAs/RAs with lead for correcting current weaknesses</i>	<u><i>FY 2017 Current Weaknesses and Significant Deficiencies</i></u>	<i>Provides progress in correcting current material or agency-level weaknesses and significant deficiencies</i>
<i>AAs/RAs who identify new concerns</i>	<u><i>FY 2017 Newly Proposed Weaknesses and Significant Deficiencies</i></u>	<i>Reports proposed weaknesses or significant deficiencies that warrant Administrator's attention</i>
<i>AAs/RAs with lead for management challenges or weaknesses identified by OIG, GAO, or OMB</i>	<u><i>FY 2017 Agency Response to OIG and GAO Identified Issues and Management Challenges</i></u>	<i>High-level, strategic response to management challenges and potential weaknesses identified by OIG, GAO, or OMB (for inclusion in agency's budget documents and annual Agency Financial Report)</i>
<i>OARM and OCFO</i>	<u><i>FY 2017 Significant Financial Processes</i></u>	<i>Report results of reviews of internal controls over financial activities and any weaknesses and/or significant deficiencies identified</i>
<i>AAs and RAs with responsibilities for General IT Systems</i>	<u><i>Financial Management Systems</i></u>	<i>Report results of reviews over General IT Systems (FISMA)</i>
<i>All AAs/RAs</i>	<p><i>A-123 Reviews</i></p> <ul style="list-style-type: none"> - <u><i>Unimplemented OIG and GAO Recommendations (Certification)</i></u> - <u><i>Sensitive Payment (Certification)</i></u> - <u><i>Unliquidated Obligations</i></u> - <u><i>USASpending.gov (Certification) (Completed by OARM)</i></u> - <u><i>Hurricane Sandy (Certification) (Completed by Region 2)</i></u> 	<i>Report results of reviews of internal controls over financial activities and any weaknesses and/or significant deficiencies identified</i>

Appendix C: Criteria for designating the degree of progress for Strategic Goal Objectives

The updated *EPA Executive Overview of FY 2016 End-of-Year Performance* document will include any designations of strategic goal objectives from the *FY 2014-2018 EPA Strategic Plan* that are “Making Noteworthy Progress” or that are a “Focus Area for Improvement.” It is not necessary to specifically designate objectives that fall into neither of these categories – i.e., those that are Progressing as Planned. While most objectives will fall into neither category, OMB expects agencies to identify 10-20% of their objectives for each of the “Making Noteworthy Progress” and “Focus Area for Improvement” categories. For these categories, agency strategic goal leaders should consider the following criteria.

An objective may be Making Noteworthy Progress if:

- As a result of actions taken, the ultimate outcomes have largely been realized and represent a significant improvement in human health and the environment.
- New innovations in strategy or operations have led to notable improvements in outcomes.
- Existing strategies or operations have proven more effective than projected and have led to notable improvements in outcomes or cost reductions and promise greater impacts.
- External factors beyond the scope of Agency efforts have led to a decrease in the problem that represents a significant improvement in human health and the environment.

An objective may be a Focus Area for Improvement if:

- Challenges during program execution have resulted in too little impact on progress.
- The ultimate problem the objective seeks to address is growing more quickly than current actions to address it or the actions are not of sufficient to have an impact.
- The current strategies or policies are not having the intended impact on outcomes.
- Actions taken are effective, but costs are currently exceeding benefits.
- Significant risks exist which may impact program delivery or outcomes.
- Additional data collection, analysis, or evaluation is necessary to understand the nature of the underlying problem and what steps should be taken to advance progress.

Appendix D: Overview of Deliverables and Major Milestones

Date	Region	NPMs	OCFO	Milestone
March – April 2017	X	X		NPM/Lead Region senior leaders, supported by staff, prepare for strategic review discussions by gathering and analyzing relevant data
March – April 2017	X	X	X	OCFO works with NPM Planners and Lead Region Coordinators (LRCs) to update FY 2016 performance results and progress for strategic goals under the <i>FY 2014-2018 EPA Strategic Plan</i> by revising as needed the <i>Executive Overview of FY 2016 End-of-Year Performance</i> , and the full set of strategic measure graphs that was created as part of the FY 2016 end-of-year process
March – April 2017	X	X		NPM/Lead Region senior leaders, with the support of risk liaisons, prepare for and convene meetings of appropriate senior managers to complete risk assessments for the agency's draft strategic objectives in the <i>FY 2018-2022 EPA Strategic Plan</i> revision, as well as for mission-support and research programs, using the <u>risk assessment tool</u>
March – April 2017	X	X	X	NPM planners and LRCs, working closely with OCFO Desk Officers, develop proposed strategic measures for the <i>FY 2018-2022 EPA Strategic Plan</i> revision
March – April 2017	X	X		NPM/Lead Region senior leaders, supported by key staff, prepare for strategic review discussions by developing straw Strategic Review Results Templates for each <u>strategic goal</u> , for each <u>mission-support</u> program, and one for <u>research</u> programs
March – April 2017	X	X	X	OCFO presents ERM Training (Executive and Technical)
April 14, 2017	X	X		NPMs and Regions provide a status update on efforts underway to address current weaknesses and significant deficiencies for which they are responsible, by submitting the template, <i>Current Weaknesses and Significant Deficiencies</i> , to OCFO.
April 14, 2017	X	X		NPMs and Regions identify potential new issues that they wish to bring to the attention of senior management—e.g., issues identified by our oversight organizations (OIG, GAO, OMB) or findings from on-going internal control reviews—by submitting the template, <i>Newly Proposed Weaknesses and Significant Deficiencies</i> , to OCFO.
May 2017	X	X		AAs/DAAs and Lead Region RAs/DRAs convene strategic review discussions with appropriate senior managers for each strategic goal, each mission-support program, and research

May 2017	X	X		NPMs and Lead Regions update and submit Strategic Review Results Templates and Risk Assessments to SharePoint site
May 2017	X	X	X	AA/DRA and Lead Region RA/DRA discuss strategic review results with the Acting DA and Acting CFO
May 2017	X	X		NPMs and Lead Regions update Strategic Review Results Templates as needed, based on discussions with the Acting DA and Acting CFO, and submit to SharePoint site
May – Mid-August 2017	X	X	X	Development of full-text draft Strategic Plan (narrative, strategic measures, and APG statements) and FY 2019 annual measures
June 1, 2017	X			Lead Regions prepare consolidated input to the appropriate NPM for consideration as AAs prepare their annual assurance letters
June 2, 2017				Draft revised <i>FY 2018-2022 EPA Strategic Plan</i> framework, Initial Risk Profile, and revised <i>Executive Overview of FY 2016 End-of-Year Performance</i> with the full set of strategic measure graphs to OMB
June 2017	X	X		Agency Senior Leaders analyze risks from the completed risk assessments to identify and rank the most significant risks to the agency
June 2017				FY 2019 Annual Planning Meeting
June – September 2017	X	X		NPM and Regional senior leaders, supported by key managers and staff, review and update their key programs and internal controls to support the strategic goals and objectives in the revised <i>FY 2018-2022 EPA Strategic Plan</i>
August 18, 2017	X	X	X	AAs and RAs submit an annual assurance letter to the Administrator, with electronic copies to OCFO_MIAB@epa.gov and Patrick Gilbride (gilbride.patrick@epa.gov) of OIG
August 18, 2017	X	X	X	AAs and RAs certify and report on the adequacy of internal controls for unimplemented OIG and GAO Recommendations (Certification); sensitive payment (certification); and unliquidated obligations, by completing and submitting the corresponding form with their annual assurance letter.
August 18, 2017	X	X		The AA for OARM and RA for Region 2 certify and report on the adequacy of internal controls for USASpending.gov (Certification) (OARM); and Hurricane Sandy (Certification) (Region 2), by completing and submitting the corresponding form with their annual assurance letter.
August 18, 2017		X	X	OCFO and OARM assess agency-wide internal controls over financial activities and report the results of the reviews and any weaknesses and/or significant deficiencies identified, by submitting the template, <i>Significant Financial Processes</i> .
August 18, 2017	X	X	X	AAs and RAs conducts reviews of the agency's financial management systems to determine whether they provide complete, reliable, consistent, timely, and useful financial management information for decision makers and the public.
August 2017				Full-text draft revised <i>FY 2018-2022 EPA Strategic Plan</i> to OMB

September 2017				FY 2019 EPA Budget Submission to OMB
September – October 2017			X	Start of public comment period for draft revised <i>FY 2018-2022 EPA Strategic Plan</i>
November 15, 2017				Publication of EPA's <i>FY 2017 Agency Financial Report</i> (containing the Administrator's assurance statement)
November – December 2017	X	X	X	Agency review of public comments and revision of draft revised <i>FY 2018-2022 EPA Strategic Plan</i>
December 2017			X	OCFO submits draft revised <i>FY 2018-2022 EPA Strategic Plan</i> and draft Initial Risk Profile to OMB for final clearance review
January 2018			X	OMB clearance of revised <i>FY 2018-2022 EPA Strategic Plan</i> and Initial Risk Profile
February 2018				Publication of revised <i>FY 2018-2022 EPA Strategic Plan</i> and FY 2017 Annual Performance Report and Initial Risk Profile with the FY 2019 President's Budget

2017 Risk-Based Decision Making for Planning and Budgeting

Administrator's Priorities

FY 2018 Budget

Draft Strategic Framework

NPM/Lead Regions focus:
-Strategic goals and objectives
-APG areas

Executive Management Council focus:

-Any Management or Cross-cutting Objectives

ERM Training: Executive & Technical

Strategic Reviews

NPM/Lead Regions focus:

-Risk assessments for strategic goal objectives, any mgt objectives/mission-support/research programs
-Executive Overview Results

Internal Control Reviews

NPMs and Regions focus:

-Review and identify new internal controls, as needed

Acting DA/CFO Meetings (by Goal/Objective, any mgt objectives/mission-support & research programs)

NPM/Lead Regions focus: Integrated assessment of results, risks, internal controls

FY 2019 Annual Planning Meeting

Senior leadership focus:

-Draft strategic framework
-Draft Initial Risk Profile
-FY 2019 Budget Priorities

Analytics: Risk heat maps, performance data, other evidence, emerging issues

Senior leader enterprise risk rankings

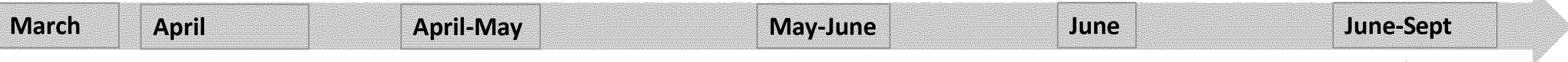
OMB Deliverables (June 2)

-Draft Strategic Framework
-Initial Risk Profile
-Executive Overview of FY 2016 Results (updated)

EPA Internal Controls Inventory

FY 2017 AA/RA Assurance Letters (Mid-August)

FY 2019 Budget Formulation: EPA OMB Submission (Mid-September)



March 16, 2017

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Thur 3/2/2017 3:24:59 PM
Subject: FW: David & George

Ex. 5 - Deliberative Process

JReeder

564 6082

From: Allen, Reginald
Sent: Thursday, March 02, 2017 9:49 AM
To: Reeder, John <Reeder.John@epa.gov>
Subject: FW: David & George

FYI

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: Allen, Reginald
Sent: Wednesday, March 1, 2017 10:49 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Subject: Re: David & George

Ex. 5 - Deliberative Process

Best

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 1, 2017, at 10:00 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Ex. 5 - Deliberative Process

-----Original Message-----

From: Dravis, Samantha

Sent: Wednesday, March 1, 2017 2:14 PM

To: Jackson, Ryan <jackson.ryan@epa.gov>

Subject: FW: David & George

Ex. 5 - Deliberative Process

-----Original Message-----

From: Kenny, Shannon

Sent: Wednesday, March 1, 2017 1:55 PM

To: Dravis, Samantha <dravis.samantha@epa.gov>

Subject: David & George

Ex. 5 - Deliberative Process

Thanks!

Shannon

Sent from my iPhone

To: Sydney Hupp [Ex. 6 - Personal Privacy] Millan Hupp [Ex. 6 - Personal Privacy] Hale, Michelle[hale.michelle@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Hull, George[Hull.George@epa.gov]
Cc: Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/17/2017 12:26:53 PM
Subject: Re:

I've been unexpected stuck on the phone this morning. Can we move this to 10am in my office?

Ryan Jackson
Chief of Staff
U.S. EPA

[Ex. 6 - Personal Privacy]

On Mar 16, 2017, at 8:31 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

I will like to hold a scheduling meeting tomorrow morning at 9:30 in the Administrator's office, and if that's not available in my office.

Thanks. I know John and Mike are out. Next week we'll have the beginning of our congressional affairs team and communications team join us.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

[Ex. 6 - Personal Privacy]

To: Hale, Michelle[hale.michelle@epa.gov]; Dickerson, Aaron[dickerson.aaron@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 2/24/2017 3:18:10 AM
Subject: FW: Draft board meeting agenda
[NAM board mtg draft agenda.pdf](#)

Here's the NAM meeting invitation. The principal speaking opportunity is Monday, however, Joe Scarborough is speaking Tuesday morning for breakfast. People clear out on Tuesday though.

I'll revisit this with Pruitt.

From: Ross Eisenberg [mailto:REisenberg@nam.org]
Sent: Thursday, February 23, 2017 11:59 AM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Subject: Draft board meeting agenda

Ryan – attached is a copy of the latest board meeting agenda. Right now we have Administrator Pruitt scheduled for 3:15 to 4 pm on Monday the 6th. Looking at the 7th, I'm not sure what on that schedule is movable but I'm happy to ask. Peak attendance is going to be on the 6th.

Ross Eisenberg

Vice President, Energy and Resources Policy

National Association of Manufacturers

Direct: 202.637.3173

Mobile: Ex. 6 - Personal Privacy

Email: reisenberg@nam.org

MEETING AGENDA

NAM Spring 2017 Board of Directors Meeting

MEETING AGENDA



Sunday, March 5

2:00 p.m. – 2:30 p.m. **Small and Medium Manufacturers (SMM) Group Networking Reception**
Phoenician Ballroom Foyer

2:30 p.m. – 5:30 p.m. **SMM Meeting: Navigating Change and Seizing Opportunity**
Ballroom EF

4:15 p.m. – 5:30 p.m. **SMM Fishbowl (SMM Members Only)**
Ballrooms A and G

Drew Greenblatt President and Owner, Marlin Steel Wire Products LLC and NAM SMM Chair

Charles Wetherington President, BTE Technologies, Inc. and NAM SMM Vice Chair

6:00 p.m. – 8:00 p.m. **SMM Directors Reception and Dinner**
Phoenician Patio

8:00 p.m. – 9:00 p.m. **Party on the Patio Presented by Textron Aviation**
Phoenician Patio

Monday, March 6

7:30 a.m. – 8:30 a.m. **NAM-PAC Breakfast**
Willow

**Breakfast will be served.*

8:45 a.m. – 9:30 a.m. **Finance Committee Meeting**
Pinon

**Breakfast will be served.*

11:30 a.m. – 12:00 p.m. **Welcome Reception**
Ballroom East Foyer

12:00 p.m. – 1:00 p.m. **Welcome to Scottsdale Opening Lunch: Manufacturing's Moment**
Ballroom EFG

Rep. Kevin Brady (R-TX)

1:15 p.m. – 1:45 p.m. **Leading the Way**
Ballroom ABCD

David Farr Chairman and CEO, Emerson and NAM Board Chair

Jay Timmons President and CEO, NAM

MEETING AGENDA



2:00 p.m. – 3:05 p.m. Ballroom ABCD	Imagine the Future: Leading Through Exponential Disruption and Transformation Introduction Seema Pajula Vice Chairman and U.S. Consumer & Industrial Products Managing Partner, Deloitte & Touche LLP Exponential Leadership in a Disruptive Age Rob Nail CEO and Associate Founder, Singularity University The AI Revolution: A Transformation in Manufacturing Neil Jacobstein Chair, Artificial Intelligence and Robotics, Singularity University
3:05 p.m. – 3:15 p.m.	Break
3:15 p.m. – 4:00 p.m. Ballroom ABCD	A Smarter EPA Scott Pruitt Administrator, Environmental Protection Agency
4:00 p.m. – 4:15 p.m.	Break
4:15 p.m. – 5:15 p.m. Ballroom ABCD	CEO Spotlight: An American Icon Matt Levatich President and CEO, Harley-Davidson, Inc.
5:30 p.m. – 6:00 p.m. II Terrazzo Salon	Welcome New Directors (New Directors Only) David Farr Chairman and CEO, Emerson and NAM Board Chair Jay Timmons President and CEO, NAM
6:00 p.m. – 9:00 p.m. Jokake Inn	NAM Board of Directors Reception and Dinner
9:00 p.m. – 10:00 p.m. Jokake Inn	Desert After Dark Presented by Textron Aviation
Tuesday, March 7	
7:30 a.m. – 9:00 a.m. II Terrazzo Salon	Executive Committee Meeting <i>*Breakfast will be served.</i>
8:00 a.m. – 9:15 a.m. Ballroom EFG	Breakfast
8:30 a.m. – 9:15 a.m. Ballroom EFG	Global Economic Outlook Lisa Emsbo-Mattingly Director of Research, Global Asset Allocation, Fidelity Investments Chad Moutray Chief Economist, NAM

MEETING AGENDA



9:30 a.m. – 10:30 a.m.

Ballroom ABCD

Morning Joe at the NAM

Joe Scarborough Co-Host of MSNBC's "Morning Joe," *New York Times* Best-Selling Author and Former U.S. Congressman (R-FL)

10:30 a.m. – 11:15 a.m.

Ballroom ABCD

Walking the Tightrope

Panelists:

Kelley McCormick Managing Director, SKDKnickerbocker

Jason Miller Managing Director, Teneo Strategy

Dan Murphy Principal and General Counsel, BGR Group

Moderator:

Erin Streeter Senior Vice President of Communications, NAM

11:15 a.m. – 12:00 p.m.

Ballroom ABCD

Board Business Meeting

12:15 p.m. – 1:30 p.m.

Ballroom EFG

Closing Lunch

To: Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Reeder, John[Reeder.John@epa.gov]
From: Jackson, Ryan
Sent: Thur 3/2/2017 4:32:25 AM
Subject: Re:

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 1, 2017, at 11:09 PM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Roger sir - will do, but they must clear security first before they can start work and that takes a few days best case assuming we get past the pay issue. Also they have not completed e-quip yet or finger printed. Recommend they come late next week or the following Monday.

I got the new resume and it looks better - will know for sure early tomorrow.

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 1, 2017, at 10:58 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Ex. 5 - Deliberative Process

Ryan Jackson

Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Wed 4/5/2017 5:45:10 PM
Subject: RE:

Ok. Will really push. Might've been GPO. Whatever...will get on them.

From: Jackson, Ryan
Sent: Wednesday, April 05, 2017 1:43 PM
To: Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE:

I need it really pushed.

From: Reeder, John
Sent: Wednesday, April 5, 2017 1:42 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE:

Ok. I pushed this already and they said waiting on GSA. But I'll push again and see what happened.

From: Jackson, Ryan
Sent: Wednesday, April 05, 2017 1:40 PM
To: Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject:

Gentlemen, I need two framed pictures of the President and Vice President in the front lobbies of the north and south entrances to the WJC building.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Sydney Hupp[Ex. 6 - Personal Privacy] Millan Hupp[Ex. 6 - Personal Privacy] Hale, Michelle[hale.michelle@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Hull, George[Hull.George@epa.gov]
Cc: Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/17/2017 12:31:23 AM

I will like to hold a scheduling meeting tomorrow morning at 9:30 in the Administrator's office, and if that's not available in my office.

Thanks. I know John and Mike are out. Next week we'll have the beginning of our congressional affairs team and communications team join us.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Munoz, Charles[munoz.charles@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Reeder, John[Reeder.John@epa.gov]
From: Jackson, Ryan
Sent: Thur 3/2/2017 3:58:33 AM

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Dunham, Sarah[Dunham.Sarah@epa.gov]
Cc: Munoz, Charles[munoz.charles@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/17/2017 12:19:19 AM
Subject: Re: new arrival?

I was hoping so.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 16, 2017, at 8:18 PM, Dunham, Sarah <Dunham.Sarah@epa.gov> wrote:

Ok, that helps tremendously (both the information and having a point person to work with!).

Sent from my iPhone

On Mar 16, 2017, at 8:09 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

She's a senior advisor to the Administrator for air and radiation and is to be your point person. I've been trying to get you a person to work with since arriving.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 16, 2017, at 8:00 PM, Dunham, Sarah <Dunham.Sarah@epa.gov> wrote:

Ok, thank you. We'll start getting things set up for Mandy related to the practical considerations. And I'm sorry for my confusion, but just to be confirm, she will be a senior advisor IN the office of air and radiation (OAR), and not a senior advisor to the Administrator on OAR issues located in the Administrator's office, correct? We will proceed assuming that is correct.

On Mar 16, 2017, at 7:04 PM, Munoz, Charles <munoz.charles@epa.gov> wrote:

Jon,

Mandy Gunasekara will be joining us this Monday the 20th as our Senior Advisor to the Administrator for OAR.

Going forward, I'll work with Reggie to make sure we get the word out better when appointees are heading into a specific office.

Sent from my iPhone

On Mar 16, 2017, at 6:57 PM, Reeder, John <Reeder.John@epa.gov> wrote:

Charles

Sarah called and asked whether "news" about a new person coming to OAR are true, and what is the timing.

If we have anything to share that would be incredibly helpful. So far, most of the new people have made a stop in AO before being assigned to AA-ships. But now if some are being assigned directly to other offices, we need to give the Acting AA a heads up as early as possible. In addition to practical considerations, like where do they sit and getting phone lines ordered, etc, it would help them prepare the employees to give a warm welcome to the new arrivals.

Thank you.

JReeder
202 564 6082 (direct)

To: Jackson, Ryan[jackson.ryan@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Burley, Veronica[Burley.Veronica@epa.gov]
From: Reeder, John
Sent: Thur 5/18/2017 9:31:18 PM
Subject: My avail tomorrow

Ex. 6 - Personal Privacy

However, I know this short notice and I can be flexible. Let me know if this is the least bit of a problem and I can adjust.

Thank you.

John E. Reeder
202 564 6082 (direct)

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Burley, Veronica[Burley.Veronica@epa.gov]; Willis, Sharnett[Willis.Sharnett@epa.gov]; Burton, Tamika[burton.tamika@epa.gov]; Anderson, Denise[anderson.denise@epa.gov]; Dickerson, Aaron[dickerson.aaron@epa.gov]; Schnare, David[schnare.david@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Hull, George[Hull.George@epa.gov]
From: Reeder, John
Sent: Wed 3/8/2017 8:16:28 PM
Subject: leaving the office now

Ryan and team,

Ex. 6 - Personal Privacy

I will have a big pile of business for Ryan tomorrow, assuming we'll have an opportunity to meet.

Thank you.

JReeder

202 564 6082 (direct)

Ex. 6 - Personal Privacy (mobile)

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Thur 5/18/2017 11:55:55 AM
Subject: Re: Time and Attendance issue

Sharnett and valerie. I usually sign them.

Sent from my iPhone

On May 18, 2017, at 6:42 AM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Who's the time keeper? And to whom are these forms submitted and where do you get them?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On May 17, 2017, at 6:56 PM, Reeder, John <Reeder.John@epa.gov> wrote:

Ryan,

Does this do it?

Reggie, see any issues?

JR

+++++

Team,

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Thank you

Ryan

To: Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Hale, Michelle[hale.michelle@epa.gov]
From: Jackson, Ryan
Sent: Wed 3/8/2017 3:31:10 PM
Subject: Re: RE:

Perfect.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

> On Mar 8, 2017, at 9:46 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

>

> Yes sir - they are meeting at 1030 after they come back from fingerprinting...

>

> Reginald E. Allen

> Director, Administrative and Executive Services

> Office of the Administrator

> U.S. Environmental Protection Agency

> Office 202-564-0444

> Direct 202-564-1029

> Cell [Ex. 6 - Personal Privacy]

>

> -----Original Message-----

> From: Jackson, Ryan

> Sent: Wednesday, March 8, 2017 9:44 AM

> To: Allen, Reginald <Allen.Reginald@epa.gov>

> Cc: Hale, Michelle <hale.michelle@epa.gov>

> Subject:

>

> Reg, with syd and Millan in the building today. I would like you to gather Michelle, Denise, Aaron and whomever else appropriate possibly him [Ex. 6; Ex 7(c)] or Nino with detail to do a scheduling and advance 101 meeting. Perhaps show them the systems so they know what EPA uses so they can start thinking about their positions and work. Syd will sit where Denise sits I guess and millan will be around the corner. Thanks.

>

> Ryan Jackson

> Chief of Staff

> U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
From: Reeder, John
Sent: Wed 3/1/2017 9:45:31 PM
Subject: RE:

Ryan,

Mike and I are ready any time on INFRASTRUCTURE. Been hanging outside your office from time to time.

If we have a few minutes lead time, we'd like to invite Barry Breen and Mike Shapiro.

Thanks
JR

-----Original Message-----

From: Jackson, Ryan
Sent: Wednesday, March 01, 2017 3:54 PM
To: Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>
Subject:

I need the delegation forms prepared today for the Administrator to sign today.

Ad hiring authority will be delegated to me.

He is signing it today and I'm signing the remainder of the personnel forms.

I'm very serious about this and glad to talk through it.

I also want to recircle with john and mike on the superfund projects today.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
From: Reeder, John
Sent: Sun 3/26/2017 10:33:03 PM
Subject: Re: Request for Meeting

Ryan, do you mean find the time or someone to organize? We have a labor relations office in OARM who should make sure we structure a meeting correctly and also prepare the administrator if a meeting takes place. I think it would be wise to invite the leaders in for a meeting.

Sent from my iPhone

On Mar 26, 2017, at 4:35 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

I need to figure out the scheduler for union meetings.

From: Coryell, Mark
Sent: Tuesday, March 14, 2017 2:57 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Vizian, Donna <Vizian.Donna@epa.gov>; Cooper, Marian <Cooper.Marian@epa.gov>
Subject: Request for Meeting

Mr. Jackson,

My name is Mark Coryell and I am the President of AFGE Local 3907 (representing EPA employees working in Ann Arbor, MI) and current co-Chair of EPA's Labor-Management Partnership Council (<http://intranet.epa.gov/ohr/emprelations/npc/charter.htm>). On behalf of the Union representatives on the Partnership's Executive Board, I am requesting a meeting with Administrator Pruitt. We would like to introduce ourselves and explore ways where we can continue to work together to foster more productive and cost effective service to the Agency's customers and to improve the working conditions, career development, and morale of employees.

Thank you for your consideration. I look forward to your response.

Mark Coryell

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Hull, George[Hull.George@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Sowell, Sarah[Sowell.Sarah@epa.gov]
From: Reeder, John
Sent: Thur 2/23/2017 2:22:34 PM
Subject: Personnel announcements

Good morning Ryan,

We need your bio and Samantha's bio to start preparing an announcement of your appointments.

Usually for COS and AA level jobs we'd do something agency-wide from the Administrator.

Samantha isn't in the system...so if you see her tell her she can get a bio to me and George (OPA), cc'd here. Of course, we have to hold the announcement until she's officially onboard.

Thanks
JReeder

202 564 6082 (direct)

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Sun 3/26/2017 10:09:01 PM
Subject: FW: EPA EO Production

We will receive a bill for \$3,000 for production for the President's visit Tuesday. I'll send it ASAP.

-----Original Message-----

From: Miller, Max L. EOP/WHO [mailto:] **Ex. 6 - Personal Privacy**
Sent: Sunday, March 26, 2017 5:45 PM
To: plevan@electrumpod.com
Cc: Jackson, Ryan <jackson.ryan@epa.gov>; Kryder, Robert S. EOP/OA **Ex. 6 - Personal Privacy**
Subject: EPA EO Production

Dave,

CC'd on this email is Ryan Jackson. The expense has been approved by the EPA and they can confirm payment. If you could please resend the quote to the email so Ryan can get it, you will be taken care of. If you have any questions please give me a call.

Best,

Max

Ex. 6 - Personal Privacy

Sent from my iPhone

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Wed 5/17/2017 6:09:56 PM
Subject: DRAFT Time and Attendance issue

Ryan,

Well you have options, but I do believe we need to send something around, or tell everyone individually. Past practice was

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Your OPTIONS:

1.
2.
3.
...
4.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

We can touch base at 3:30 on this.

JR

From: Jackson, Ryan
Sent: Wednesday, May 17, 2017 1:27 PM
To: Reeder, John <Reeder.John@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE: DRAFT Time and Attendance issue

Ex. 5 - Deliberative Process

From: Reeder, John
Sent: Wednesday, May 17, 2017 1:24 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>
Subject: DRAFT Time and Attendance issue

Ryan, did you want me to send out something on this, or do you want to?

John

564 6082

DRAFT

+++++

Appointees,

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Fraser, Scott[Fraser.Scott@epa.gov]; Hull, George[Hull.George@epa.gov]; Sowell, Sarah[Sowell.Sarah@epa.gov]; Widener, Charles (Chuck)[Widener.Charles@epa.gov]
From: Reeder, John
Sent: Tue 3/7/2017 8:21:09 PM
Subject: DRAFT Chief of Staff Announcement

Ryan, thank you for the edits.

PLEASE CONFIRM (for all the cc's on this note) that it's ok to send out as a message from the Administrator Pruitt? (Sarah and Chuck work in the Internal comms office)

Thank you.

JR



Ryan Jackson has joined us as the agency's Chief of Staff. He most recently served as Chief of Staff for U.S. Senator James Inhofe, former chairman and senior member of the U.S. Senate Environment and Public Works (EPW) Committee. Ryan has been Senator Inhofe's chief of staff since January 2011 and worked closely with the senator in other roles including counsel and chief counsel at EPW. During the previous Congress, Ryan also served as the staff director at EPW working closely with EPA on a number of legislative initiatives including the Frank R Lautenberg Chemical Safety for the 21st Century Act, state permitting for coal ash regulation and disposal, and Brownfields reauthorization. Previously, Ryan was an assistant district attorney in Oklahoma's 14th Judicial District covering Tulsa, Oklahoma. He is a native of Oklahoma City and received his BA in public administration and political science at University of Oklahoma and received a law degree from Oklahoma City University.

Ryan Jackson

Chief of Staff

To: Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/7/2017 4:32:51 PM
Subject: Re:

Ex.2; Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 7, 2017, at 10:25 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

They have not even fingerprinted yet assuming they fingerprint tomorrow best case Monday
Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 7, 2017, at 10:40 AM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

When do the hupp's start?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]
From: Dravis, Samantha
Sent: Wed 5/3/2017 9:51:24 PM
Subject: RE: SES hire

The paperwork indicating the selection roster has been delivered to Donna Vizian. Please let me know what if any steps I may have missed.

Kevin has been notified of the selection and that his paperwork on my end has been moved forward.

From: Reeder, John
Sent: Wednesday, May 03, 2017 2:25 PM
To: Dravis, Samantha <dravis.samantha@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE: SES hire

Thank you. Ryan approved what?

From: Dravis, Samantha
Sent: Wednesday, May 03, 2017 2:18 PM
To: Reeder, John <Reeder.John@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE: SES hire

The selection is not an external candidate, and you will have a decision on this hopefully later today. Ryan has already approved.

From: Reeder, John
Sent: Wednesday, May 03, 2017 2:17 PM
To: Kenny, Shannon <Kenny.Shannon@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: SES hire

Samantha and Shannon,

Process issue....I believe that the cert for the OSEM position expires tomorrow (May 4). Since the hiring freeze (during and post), external hires have to be approved by the Deputy Administrator (on behalf of the agency head). I spoke with Donna Vizian, who recommended

that OP request approval from the Deputy before sending a selection forward, if the selection is expected to be an external candidate.

Let me know if there's anything you need from me at this time.

John E. Reeder
202 564 6082 (direct)

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan (Inhofe)
Sent: Tue 2/21/2017 6:45:30 PM
Subject: Fwd: EPA.

Here you go.

Ryan Jackson
Chief of Staff
U.S. Senator James M. Inhofe
205 Russell Senate Office Bldg.
Washington, D.C. 20510
(202) 224-4721

Begin forwarded message:

From: "Locetta, Jennifer R. EOP/WHO" **Ex. 6 - Personal Privacy**
Date: February 21, 2017 at 1:06:53 PM EST
To: "Jackson, Ryan (Inhofe)" <Ryan_Jackson@inhofe.senate.gov>
Cc: Charles Munoz <munoz.charles@epa.gov>
Subject: Re: EPA.

Hi Ryan,

Yes, PPO has cleared Ryan Jackson and Samantha Dravis for permanent placement at the EPA. Please let me know if anything else is needed.

Thanks!

Jennifer R. Locetta
Office of Presidential Personnel

On Feb 21, 2017, at 1:03 PM, Jackson, Ryan (Inhofe)
<Ryan_Jackson@inhofe.senate.gov> wrote:

Jennifer, I think there may be a miscommunication with EPA, but can PPO advise EPA again that Ryan Jackson and Samantha Dravis are cleared so EPA can swear us in?

Thank you.

Ryan.

Ryan Jackson

Chief of Staff

U.S. Senator James M. Inhofe

205 Russell Senate Office Bldg.

Washington, D.C. 20510

(202) 224-4721

To: Reeder, John[Reeder.John@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Dravis, Samantha
Sent: Wed 5/3/2017 9:40:54 PM
Subject: RE: SES hire

Where does the paperwork indicating my selection need to go?

I would like to hand deliver it myself.

From: Reeder, John
Sent: Wednesday, May 03, 2017 2:17 PM
To: Kenny, Shannon <Kenny.Shannon@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: SES hire

Samantha and Shannon,

Process issue....I believe that the cert for the OSEM position expires tomorrow (May 4). Since the hiring freeze (during and post), external hires have to be approved by the Deputy Administrator (on behalf of the agency head). I spoke with Donna Vizian, who recommended that OP request approval from the Deputy before sending a selection forward, if the selection is expected to be an external candidate.

Let me know if there's anything you need from me at this time.

John E. Reeder
202 564 6082 (direct)

To: Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Mon 3/6/2017 4:02:04 PM
Subject: Re: RE:

Big thanks. Nothing like a 4 and a half hour plane ride to get in ones battle rhythm. I'm coming back on a mission.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

> On Mar 6, 2017, at 8:53 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:
>
> Sworn in - working computer now...
>
> Reginald E. Allen
> Director, Administrative and Executive Services
> Office of the Administrator
> U.S. Environmental Protection Agency
> Office 202-564-0444
> Direct 202-564-1029
> Cell Ex. 6 - Personal Privacy
>
> -----Original Message-----
> From: Jackson, Ryan
> Sent: Monday, March 6, 2017 10:53 AM
> To: Allen, Reginald <Allen.Reginald@epa.gov>; Munoz, Charles <munoz.charles@epa.gov>
> Subject:
>
> Is Byron sworn in with a computer?
>
> Ryan Jackson
> Chief of Staff
> U.S. EPA

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Tue 2/28/2017 9:50:35 PM

Can we meet at 5?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Munoz, Charles[munoz.charles@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Mon 3/6/2017 4:01:02 PM
Subject: Re: Personnel.

Big thanks. We will have a very happy Administrator today. Plus he gets to see baseball. I might be able to keep my job. Maybe.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

> On Mar 6, 2017, at 8:57 AM, Munoz, Charles <munoz.charles@epa.gov> wrote:

Ex. 2

> I'll work on getting an update on the PAS's as well as confirm they have the candidate's resume's.

>

> Charles Munoz

> White House Liaison

> Environmental Protection Agency

> 202-380-7967

>

> -----Original Message-----

> From: Jackson, Ryan

> Sent: Monday, March 6, 2017 10:46 AM

> To: Munoz, Charles <munoz.charles@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>

> Subject: Personnel.

Ex.2; Ex. 5 - Deliberative Process

> I also want to ensure the following are in PPOs queue:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

- >
- > Thanks.
- >
- > Ryan Jackson
- > Chief of Staff
- > U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan (Inhofe)[Ryan_Jackson@inhofe.senate.gov]
Cc: Benton, Donald[benton.donald@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Hope, Brian[Hope.Brian@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Burley, Veronica[Burley.Veronica@epa.gov]; Willis, Sharnett[Willis.Sharnett@epa.gov]; Schnare, David[schnare.david@epa.gov]
From: Reeder, John
Sent: Tue 2/21/2017 6:10:58 PM
Subject: For meeting on "Coordination of Immediate Office Operations"
[operations brief 2-20-17.docx](#)
[Interim Processes for Administrator 2-20-17.docx](#)

Ryan,

Today (Tuesday) we are meeting with the Administrator at **4:45 pm** to discuss "coordination of immediate office operations."

To prepare for this meeting we listed the workload into several buckets that reflect typical actions for signature/approval or action of some sort, as well as correspondence and meeting/speaking requests. See attachment, which will serve as the Agenda for the meeting.

ATTACHMENT 1

Agenda and description of the CURRENT STATE for how things are handled. I would urge you and the Administrator to use this as a jumping off point and continuing most of the processes, at least for now. That way you'll be able to maintain some order, the better for awareness and ability to control events.

ATTACHMENT 2

More detailed guidance we are CURRENTLY using for internal issue reporting, including "weekly reports" from the Regions and HQ, as well as "hot issue" reporting.

Let me know if there's anything you want to discuss or change before the 4:45 meeting.

John E. Reeder
202 564 6082 (direct)

Coordination of Immediate Office Operations

Office of the Administrator

Purpose: *Provide overview of current processes and information flow to the Administrator, Deputy Administrator and Chief of Staff*

Scheduling for Administrator's Calendar

- Currently handled by the Immediate Office's scheduling team
 - Internal meeting/briefing requests are sent to the scheduling team
 - Meeting requests from external parties are routed through the Office of Executive Secretariat (OEX) to the scheduling team
 - Weekly review by scheduling team with COS and other Senior staff
- Regularly scheduled meetings
 - Daily AM Senior Staff Huddle
 - Weekly meeting with full Senior staff (Assistant Administrators, Regional Administrators, other senior staff)
 - Will work with COS on any changes/additions

Items for Administrator Signature/Approval

- The Office of Executive Secretariat (OEX) tracks flow of documents and maintains official records
 - Incoming correspondence is "controlled" by OEX to appropriate Agency offices/regions
 - ALL memoranda, regulations, policies and formal correspondence for Administrator's signature are routed through OEX
- Other groups within the Administrator's Office play key roles
 - *Office of Policy*: all regulations for Administrator's signature are routed through this office
 - *Office of Congressional and Intergovernmental Relations*: oversees Congressional and gubernatorial correspondence
 - Administrator Office *Special Assistants* ("*3rd floor specials*"): serve as liaisons between program offices and Administrator's Office – shepherd items thru signature and proper dissemination/records.

Agency Operations

- Generally has been managed by the Deputy Administrator, with elevation for significant decisions (e.g., budget)
- Includes human resources, budget, information/tech, management and accountability systems

- Senior level appointments
 - Political appointments are handled through White House liaison
 - Career appointments are handled through the Office of Administration and Resource Management with approval by the Deputy Administrator

Issue Reporting and Updates

- Weekly reports from Regions and HQ components are provided at the end of each week
- In addition, senior leaders staff flag “hot issues” as they arise in a number of ways. During transition, we asked HQ and Regional leaders to provide a heads up on any hot issues by email to the Deputy Administrator (cc’s added for Office of Congressional and Intergovernmental Relations, Press Secretary, General Counsel)
- SEE GUIDANCE attached used during transition (recommend maintain for now and update after gaining experience with flow).

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Tue 2/28/2017 3:42:51 PM
Subject: Re:

I just got off the phone with syd

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Feb 28, 2017, at 7:28 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Ex. 5 - Deliberative Process

Reg

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Feb 27, 2017, at 11:53 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Hope, Brian[Hope.Brian@epa.gov]
From: Reeder, John
Sent: Wed 3/15/2017 3:35:12 PM
Subject: RE: Autopen Authorization

ok

From: Jackson, Ryan
Sent: Wednesday, March 15, 2017 11:19 AM
To: Reeder, John <Reeder.John@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>
Subject: Re: Autopen Authorization

Ex. 5 - Deliberative Process

Ryan Jackson

Chief of Staff

U.S. EPA

Ex. 6 - Personal Privacy

On Mar 15, 2017, at 11:17 AM, Reeder, John <Reeder.John@epa.gov> wrote:

All...I appreciate efficiency, but I think

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

From: Jackson, Ryan
Sent: Wednesday, March 15, 2017 11:13 AM
To: Allen, Reginald <Allen.Reginald@epa.gov>
Cc: Reeder, John <Reeder.John@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>
Subject: Re: Autopen Authorization

Sign it. Por favor.

Ryan Jackson

Chief of Staff

U.S. EPA

Ex. 6 - Personal Privacy

On Mar 15, 2017, at 10:35 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Ryan

Ex.2; Ex. 5 - Deliberative Process

May we also have authorization to affix the Administrators signature to his appointment documentation.

Thanks

Reggie

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell/ Ex. 6 - Personal Privacy

From: Jackson, Ryan
Sent: Tuesday, March 14, 2017 7:48 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>
Cc: Reeder, John <Reeder.John@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>
Subject: RE: Autopen Authorization

Concur.

Ex. 5 - Deliberative Process

From: Allen, Reginald
Sent: Tuesday, March 14, 2017 7:45 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Reeder, John <Reeder.John@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>
Subject: Autopen Authorization

Ryan

As discussed this email confirms your verbal authorization to affix the Administrators signature to the following documents

Ex.2; Ex. 5 - Deliberative Process

Please just respond "concur"

Best

Reggie

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

To: Jackson, Ryan (Inhofe)[Ryan_Jackson@inhofe.senate.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Fri 2/17/2017 8:20:33 PM
Subject: RE: CHANGE

Good.

Ryan did you get asked to fill out paperwork for your background check? People tell me that it's needed before you can be "official" COS.

If this doesn't ring a bell ... Tell me, and I'll have it re-sent to you.

JReeder

564 6082

From: Jackson, Ryan (Inhofe) [mailto:Ryan_Jackson@inhofe.senate.gov]
Sent: Friday, February 17, 2017 3:16 PM
To: Reeder, John <Reeder.John@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>; **Ex. 6 - Personal Privacy; Ex 7(c)**
Subject: Re: CHANGE

All done. Thanks for this.

Ryan Jackson

Chief of Staff

U.S. Senator James M. Inhofe

205 Russell Senate Office Bldg.

Washington, D.C. 20510

(202) 224-4721

On Feb 17, 2017, at 1:55 PM, Reeder, John <Reeder.John@epa.gov> wrote:

Ok, quick developments here. Our PSD with gov car **WILL** be able pick up Mr. Pruitt.
You should commence direct detail arrangements with Ex. 6 - Personal Privacy; Ex 7(c)

It will be completely legal, based on conversations we've had with the White House and our own General Counsel.

Thanks.

JReeder

202 554 6082

From: Reeder, John
Sent: Friday, February 17, 2017 1:44 PM
To: 'ryan_jackson@inchofe.senate.gov' <ryan_jackson@inchofe.senate.gov>
Subject: RE: issue

you can call my direct 564 6082, or mobile Ex. 6 - Personal Privacy (I'm stepping out to pick up lunch)

From: Reeder, John
Sent: Friday, February 17, 2017 1:43 PM
To: 'ryan_jackson@inchofe.senate.gov' <ryan_jackson@inchofe.senate.gov>
Subject: issue

Ryan,

I know you talked with Ex. 6 - Personal Privacy; Ex 7(c) about picking up AG Pruitt from the hotel. I hate to be the one to tell you, but we cannot drive Mr. Pruitt or provide security until he takes the oath of office.

I have an alternative approach that would work...but we should talk "live" to be sure you're comfortable with the solution before setting anything in motion.

John E. Reeder

Acting Chief of Staff

202 564 6082 (direct)

To: Allen, Reginald[Allen.Reginald@epa.gov]; Bailey, KevinJ[Bailey.KevinJ@epa.gov]; Benjamin-Sirmons, Denise[Benjamin-Sirmons.Denise@epa.gov]; Bowen, Jennifer[Bowen.Jennifer@epa.gov]; Bowles, Jack[Bowles.Jack@epa.gov]; Brennan, Thomas[Brennan.Thomas@epa.gov]; Campbell, Jennie[Campbell.Jennie@epa.gov]; Caraballo, Mario[Caraballo.Mario@epa.gov]; Connors, Sandra[Connors.Sandra@epa.gov]; Corrales, Mark[Corrales.Mark@epa.gov]; Cuscino, Glen[Cuscino.Glen@epa.gov]; Dalbey, Matthew[Dalbey.Matthew@epa.gov]; Darden, Cynthia[Darden.Cynthia@epa.gov]; Dawes, Katherine[Dawes.Katherine@epa.gov]; Debell, Kevin[debell.kevin@epa.gov]; Etzel, Ruth[Etzel.Ruth@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Foos, Brenda[Foos.Brenda@epa.gov]; Fraser, Scott[Fraser.Scott@epa.gov]; Gentile, Laura[Gentile.Laura@epa.gov]; Grantham, Nancy[Grantham.Nancy@epa.gov]; Hackel, Angela[Hackel.Angela@epa.gov]; Hart, Daniel[Hart.Daniel@epa.gov]; Hope, Brian[Hope.Brian@epa.gov]; Hull, George[Hull.George@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Johnston, Khanna[Johnston.Khanna@epa.gov]; Kaiser, Sven-Erik[Kaiser.Sven-Erik@epa.gov]; Kenny, Shannon[Kenny.Shannon@epa.gov]; Kling, David[Kling.Dave@epa.gov]; Kopits, Elizabeth[Kopits.Elizabeth@epa.gov]; Kumar, Chitra[Kumar.Chitra@epa.gov]; Lancaster, Tina[Lancaster.Tina@epa.gov]; Lawrence, Tanya[Lawrence.Tanya@epa.gov]; Lesperance, Twanna[Lesperance.Twanna@epa.gov]; Levine, Carolyn[Levine.Carolyn@epa.gov]; Levitt, Shelley[Levitt.Shelley@epa.gov]; McGartland, Al[McGartland.Al@epa.gov]; Moody, Christina[Moody.Christina@epa.gov]; Nickerson, William[Nickerson.William@epa.gov]; Orquina, Jessica[Orquina.Jessica@epa.gov]; Osinski, Michael[Osinski.Michael@epa.gov]; Owens, Nicole[Owens.Nicole@epa.gov]; Reed, Khesha[Reed.Khesha@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Rees, Sarah[rees.sarah@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Rogers, JoanB[Rogers.JoanB@epa.gov]; Ryan, Jini[Ryan.Jini@epa.gov]; Scheraga, Joel[Scheraga.Joel@epa.gov]; Shaw, Nena[Shaw.Nena@epa.gov]; Slotkin, Ron[slotkin.ron@epa.gov]; Snyder, Brett[Snyder.Brett@epa.gov]; Sowell, Sarah[Sowell.Sarah@epa.gov]; Twillman, Brian[Twillman.Brian@epa.gov]; Tyler, Tom[Tyler.Tom@epa.gov]; Valentine, Julia[Valentine.Julia@epa.gov]; Wilson, Clark[Wilson.Clark@epa.gov]; Zarba, Christopher[Zarba.Christopher@epa.gov]; Dravis, Samantha[dravis.samantha@epa.gov]
Cc: Burden, Susan[Burden.Susan@epa.gov]; Fonseca, Silvina[Fonseca.Silvina@epa.gov]; Threet, Derek[Threet.Derek@epa.gov]; Knapp, Kristien[Knapp.Kristien@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Abate, Hana[abate.hana@epa.gov]
From: Reeder, John
Sent: Mon 4/3/2017 11:41:45 PM
Subject: Administrative Professionals Day (April 26) and Take Our Daughters & Sons to Work Day (April 27)

AO Managers and Supervisors,

Good Afternoon. I'm writing to remind you of two important events coming up in April.

First, please show your support for the administrative people in your office, as they are often the unsung heroes who help AO succeed. Also, Take Our Sons and Daughters to Work day is coming up. In the past we've created great opportunities for employees to bring their children into the office to learn more about EPA. This year the workgroup needs some help to continue that tradition.

Here's more:

National Administrative Professionals Day is April 26

Since 1952, the International Association of Administrative Professionals has honored office workers by showing appreciation to the Administrative Professionals. I'm working with OAES to recognize administrative staff across AO in two ways, 1) sending out a "thank you" memo on the 26th, and 2) providing certificates.

We are asking that you also show appreciation to the administrative staff within your office in your own creative way. Ideas include a group "thank you" lunch, or Administrative leave up to 59 minutes, or a time off award. You could do a "shout out" using your internal communications channels, or we could do some AO-wide shout outs in an upcoming AO memo to all hands. If you wish to include your staff in the upcoming memo, please contact [Hana Abate](#), 564-2844. Consider these ideas for how your admin professional has made a positive contribution to your office:

- ☐ ☐ ☐ ☐ ☐ ☐ Completed a project for the office without any hesitation
- ☐ ☐ ☐ ☐ ☐ ☐ Kept the office atmosphere positive and always willing to support those in the office
- ☐ ☐ ☐ ☐ ☐ ☐ Had a consistent and effective work ethic

Take Our Daughters & Sons to Work Day is April 27

Another upcoming opportunity for employee engagement is Take Our Daughters and Sons to Work Day scheduled for April 27th. Since 1993, this day has inspired girls and boys to envision their future career and learn more about EPA by bringing them into the workplace.

Please solicit involvement from your staff as we need more support on the planning workgroup to make the event a success! Have those interested contact [Brian Twillman](#), 564-5948.

This year's events include the popular "moot court" experience offered by EPA's Environmental Appeals Board, a tour of the EPA Emergency Operations Center, and an afternoon filled with fun, educational games. These events will engage children (ages 5-16), while showcasing some the important work done in AO. To register children, please ask folks to fill in the [registration form](#) on the AO SharePoint site.

Thank you for your attention to these important ways that we can help keep our AO employees engaged.

Thank you.

John E. Reeder

Deputy Chief of Staff

To: Assistant Administrators[Assistant_Administrators@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Associate Administrators[Associate_Administrators@epa.gov]; Regional Administrators[Regional_Administrators@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Elkins, Arthur[Elkins.Arthur@epa.gov]

Cc: DAA-Career[DAACareer@epa.gov]; Deputy Associate Administrators[Deputy_Associate_Administrators@epa.gov]; DRA[DRA@epa.gov]; Reeder, John[Reeder.John@epa.gov]; ARA[ARA@epa.gov]; Associate Assistant Administrator[Associate_Assistant_Administrator@epa.gov]; Deputy ARAs[Deputy_ARAs@epa.gov]; OCFO-SROs[OCFO_SROs@epa.gov]; OCFO-SRO Contacts[OCFO-SROContacts@epa.gov]; SIOs[SIOs@epa.gov]; IMOs[IMOs@epa.gov]; OHR PMOs[OHR_PMOs@epa.gov]; OCFO-SBO[OCFOSBO@epa.gov]; OCFO-Regional-Comptroller[OCFORegionalComptroller@epa.gov]; OCFO-FMO[OCFOFMO@epa.gov]; OCFO-OB-FCO-RPIO 01[OCFOOBFCORPIO_01@epa.gov]; OCFO-OB-FCO-RPIO 02[OCFOOBFCORPIO_02@epa.gov]; OCFO-OB-FCO-RPIO 03[OCFOOBFCORPIO_03@epa.gov]; OCFO-OB-FCO-RPIO 04[OCFOOBFCORPIO_04@epa.gov]; OCFO-OB-FCO-RPIO 05[OCFOOBFCORPIO_05@epa.gov]; OCFO-OB-FCO-RPIO 06[OCFOOBFCORPIO_06@epa.gov]; OCFO-OB-FCO-RPIO 07[OCFOOBFCORPIO_07@epa.gov]; OCFO-OB-FCO-RPIO 08[OCFOOBFCORPIO_08@epa.gov]; OCFO-OB-FCO-RPIO 09[OCFOOBFCORPIO_09@epa.gov]; OCFO-OB-FCO-RPIO 10[OCFOOBFCORPIO_10@epa.gov]; OCFO-OB-FCO-RPIO 11[OCFOOBFCORPIO_11@epa.gov]; OCFO-OB-FCO-RPIO 13[OCFOOBFCORPIO_13@epa.gov]; OCFO-OB-FCO-RPIO 16[OCFOOBFCORPIO_16@epa.gov]; OCFO-OB-FCO-RPIO 17[OCFOOBFCORPIO_17@epa.gov]; OCFO-OB-FCO-RPIO 18[OCFOOBFCORPIO_18@epa.gov]; OCFO-OB-FCO-RPIO 20[OCFOOBFCORPIO_20@epa.gov]; OCFO-OB-FCO-RPIO 26[OCFOOBFCORPIO_26@epa.gov]; OCFO-OB-FCO-RPIO 27[OCFOOBFCORPIO_27@epa.gov]; OCFO-OB-FCO-RPIO 30[OCFOOBFCORPIO_30@epa.gov]; OCFO-OB-FCO-RPIO 35[OCFOOBFCORPIO_35@epa.gov]; OCFO-OB-FCO-RPIO 39[OCFOOBFCORPIO_39@epa.gov]; OCFO-OB-FCO-RPIO 75[OCFOOBFCORPIO_75@epa.gov]; OCFO-OB-FCO-RPIO 77[OCFOOBFCORPIO_77@epa.gov]; OCFO-SR-MGRS[OCFOSRMGRS@epa.gov]; OCFO-Special Assistants[OCFOSpecial_Assistants@epa.gov]; OCFO-OTS-Division Directors[OCFO-OTS-Division_Directors@epa.gov]; OCFO-OTS-Managers and Associates[OCFO_OTS_Managers_and_Associates@epa.gov]; Roberts, MichaelL[Roberts.MichaelL@epa.gov]; Ripollone, Eva[Ripollone.Eva@epa.gov]; Kelty, Diane[Kelty.Diane@epa.gov]; Ayala, Lisa[Ayala.Lisa@epa.gov]; Lindenblad, Susan[Lindenblad.Susan@epa.gov]; OCFO-OTS-COMPASS-Users[OCFOOTSCOMPASSUSERS@epa.gov]; Etheredge, William[Etheredge.William@epa.gov]; Baptist, Douglas[Baptist.Douglas@epa.gov]; Reilly, Tom[Reilly.Thomas@epa.gov]; Woolford, James[Woolford.James@epa.gov]; Wyman, Steve[Wyman.Steve@epa.gov]; OARM-OAM-EAS All Users[OARMOAMEAS_All_Users@epa.gov]; Grants GMOs[Grants_GMOs@epa.gov]; Grants JROs[Grants_JROs@epa.gov]; Grants GCRC[Grants_GCRC@epa.gov]

From: Bloom, David

Sent: Thur 4/13/2017 12:16:32 PM

Subject: Preparing for Upcoming Digital Accountability and Transparency Act of 2014 Implementation [DATA Act Implementation Memo.pdf](#)

Colleagues -

EPA is taking measures to comply with the Digital Accountability and Transparency Act of 2014, which requires federal agencies to make their spending, contracts, and grants data publicly available in a format that is accessible, searchable, and reliable. Your assistance is needed to ensure that data is entered accurately and completely in a timely manner. As the DATA Act is intended to increase transparency and accountability in federal spending, EPA offices will need

to be prepared to respond to data-specific inquiries from stakeholders and the public.

Beginning April 30, 2017, the agency must submit detailed files on a quarterly basis to the U.S. Department of the Treasury and the Office of Management and Budget. These files will show the status of the agency's funds by appropriation, obligations, and outlays for contracts and grants. The OMB and Treasury will post this information on USASpending.gov, where it will be publicly available. These mandatory data standards are being implemented to promote transparency, facilitate better decision making, and improve operational efficiency across the federal government.

Please see the attached memo from Donna Vizian and myself for additional details and guidance. For questions regarding the DATA Act effort, please contact Project Manager, Eva Ripollone, at Ripollone.Eva@epa.gov, 202-564-6768.

Thank you,

David

David Bloom

Acting Chief Financial Officer

Office of the Chief Financial Officer

Environmental Protection Agency

(202) 564-1151



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

WASHINGTON, D.C. 20460

APR 12 2017

MEMORANDUM

SUBJECT: Preparing for Upcoming Digital Accountability and Transparency Act of 2014 Implementation

FROM: David A. Bloom, Acting Chief Financial Officer
Office of the Chief Financial Officer

Donna J. Vizian, Acting Assistant Administrator
Office of Administration and Resources Management

TO: Acting General Counsel
Acting Assistant Administrators
Inspector General
Acting Chief of Staff
Acting Associate Administrators
Acting Regional Administrators

EPA is taking measures to comply with the Digital Accountability and Transparency Act of 2014 which requires federal agencies to make their spending, contracts, and grants data publicly available in a format that is accessible, searchable, and reliable. Your assistance is needed to ensure that data is entered accurately and completely in a timely manner. As the DATA Act is intended to increase transparency and accountability in federal spending, EPA offices will need to be prepared to respond to data-specific inquiries from stakeholders and the public.

Beginning April 30, 2017, the agency must submit detailed files on a quarterly basis to the U.S. Department of the Treasury and the Office of Management and Budget. These files will show the status of the agency's funds by appropriation, obligations, and outlays for contracts and grants. The OMB and Treasury will post this information on USASpending.gov, where it will be publicly available. These mandatory data standards are being implemented to promote transparency, facilitate better decision-making, and improve operational efficiency across the federal government.

In preparation for this data submission deadline, the OCFO and the OARM are implementing technical solutions to comply with the data standardization requirements and to help identify anomalies and errors. This includes several updates to the following financial and grants systems/databases:

- Compass
- EPA Acquisition System (EAS)
- Integrated Grants Management System (IGMS)/Next Generation Grants System (NGGS)
- Contract Payment System (CPS)
- Superfund Cost Recovery and Imaging Online System (SCORPIOS)
- Purchase Card

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These changes are not expected to result in significant impacts to the systems or users, but may result in changes to business processes or procedures for data owners who are responsible for managing the data.

In September 2016, the agency kicked off its Financial Data Governance Board to address data quality and data management issues that may impact the three primary data sources (Compass, EAS, and IGMS/NGGS) as well as associated feeder systems (CPS, SCORPIOS, and Purchase Card).

The increased level of detail reported requires greater attention to accuracy, consistency, and quality of agency data. With submissions due every quarter, there will be little time for rework. Data should be entered completely and correctly the *first time*. The OMB and Treasury also require designated agency personnel to validate the data prior to submitting it.

As noted above, agency offices managing data must be prepared to receive and respond to external inquiries, per expected guidance from the OMB and Treasury. Specific process-related information for meeting these expectations will be shared in the coming weeks.

OCFO has established the [DATA Act Communications SharePoint site](#) to share important updates with the agency including fact sheets, frequently asked questions, briefings, system-user guidance, and links to the OMB and Treasury documents.

In the coming weeks, OCFO and OARM will convene meetings with program and regional Senior Resource Officials and other financial data managers to further discuss DATA Act requirements and what each office and program will need to do to ensure complete and accurate data submissions.

For questions regarding the DATA Act effort, please contact Project Manager, Eva Ripollone, at Ripollone.Eva@epa.gov, 202-564-6768.

cc: Deputy Assistant Administrators
Deputy Associate Administrators
Deputy Regional Administrators
Deputy Chief of Staff
Assistant Regional Administrators
Deputy Assistant Regional Administrators
Senior Resource Officials
Senior Resource Officials Contacts
Senior Information Officials
Information Management Officers
Program Management Officers
Senior Budget Officers
Regional Comptrollers
Funds Management Officers
Funds Control Officers
OCFO Senior Managers
OCFO Special Assistants
OTS Division Directors
OTS Associate Division Directors
Michael L. Roberts
Eva Ripollone

Diane Kelty
Lisa Ayala
Susan Lindenblad
All Compass Users
System Points of Contact
EAS Users
Grants Management Officers
Junior Resource Officials
Grants Customer Relations Council

To: Reeder, John[Reeder.John@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/31/2017 2:00:39 AM
Subject: Re: My status

Sorry for the delay. Happy to talk tomorrow. Or Monday is fine too.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

> On Mar 30, 2017, at 3:17 PM, Reeder, John <Reeder.John@epa.gov> wrote:

>

Ex. 6 - Personal Privacy

Ex. 6 - Personal Privacy

Reggie will be at work and I'm in constant contact with him. I've done payroll and will submit AO's budget exercise to OCFO later today. If possible I'd to discuss you (Ryan) later today.

>

> Sent from my iPhone

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Dickerson, Aaron[dickerson.aaron@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Tue 5/16/2017 12:43:27 PM
Subject: Re: 2 things...one IMPORTANT

Ok I'll send what we have. Much under construction. Hope you can make it...would mean a lot for them to have time with you.

Sent from my iPhone

On May 16, 2017, at 6:48 AM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Will you email #2 to me in the meantime?

I'm out of our WH meetings at 11:30 so will try to come by 3530 before noon.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On May 15, 2017, at 10:37 AM, Reeder, John <Reeder.John@epa.gov> wrote:

Ryan,

Two things:

1. First, the AO Staff Office Directors are meeting at 10am on Tuesday in Room 3530. If you have time to come down for a few minutes I'm sure the group will appreciate it. Sometimes Mike has done this.
2. Second, can we brief you on THURSDAY on AO's workforce reshaping proposal? We have to turn it in to OARM next week, but want to be sure (before too late) that you are comfortable with the plan. It is being developed "from the ground up" – Reggie has been meeting with each individual office to identify positions that will be open to VERA/VSIP.

Thank you,
John Reeder
202 564 6082 (direct)

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/21/2017 7:24:03 PM
Subject: RE: When you have a minute....

Come by.

From: Allen, Reginald
Sent: Tuesday, March 21, 2017 3:22 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Subject: When you have a minute....

Need a few minutes with you...

Some action to move...

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Fri 4/28/2017 2:12:20 AM
Subject: Re: Samantha trip to NYC

Ok. I approved the travel for Sam and administrator, but didn't see linc or Amy. Reggie can you check on this in the am?

Sent from my iPhone

On Apr 27, 2017, at 7:44 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Yes, I do know what it is. So is Lincoln and Amy Graham.

From: Reeder, John
Sent: Thursday, April 27, 2017 2:00 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Samantha trip to NYC

Ryan,

Samantha lands at 11:12pm tonight in NYC, and departs at 9:00 from LaGuardia.

Do you know what this is? If you don't I'll ask her.

JReeder

564 6082

To: Howard, James[Howard.James@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Hupp, Sydney[hupp.sydney@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/21/2017 7:19:59 PM
Subject: RE: Time Sensitive-Network Switch Upgrades This Weekend

You mean I can't come to work this weekend? Thank you James.

From: Howard, James
Sent: Tuesday, March 21, 2017 1:47 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Reeder, John <Reeder.John@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Hupp, Sydney <hupp.sydney@epa.gov>
Subject: Time Sensitive-Network Switch Upgrades This Weekend
Importance: High

Hey guys,

The network switches in the 3rd floor closets are being replaced this Friday from 7:00 pm to Saturday 7:00 pm. Due to the upgrades there will no phone or internet access during those times. Please confirm if this causes a problem with a scheduled event? If so we will reschedule.

Have a great day.

"Service First, People Always"

James T. Howard

Howard.James@EPA.GOV

Information Management Official

National Security Information Representative

Office of the Administrator

202-564-0407 (office)

Ex. 6 - Personal Privacy (iPhone)

SECURITY RIDER: The content of this e-mail message and any attachments are intended solely for the addressee. If you are not the intended recipient, be advised that any use, dissemination, distribution, or copying of this e-mail is strictly prohibited. If you receive this message in error, please notify the sender immediately by reply email and destroy the message and its attachments.

From: Roselle, Scott

Sent: Tuesday, March 21, 2017 1:26 PM

To: Howard, James <Howard.James@epa.gov>

Cc: Fisher, Darryl <fisher.darryl@epa.gov>; Ruiz, Roberto <Ruiz.Roberto@epa.gov>

Subject: Switch Upgrade

James,

We are replacing all of our End of life End of Support switches and we will be work in your area this weekend. Attached are the three closets that we will be working in. One is the administrators wing. The current plan is to start working on these areas starting 7 PM on Friday and completing the work by 7PM on Saturday. Wanted to make sure that there is no issue working in this area during that time frame and what is a good time to work the administrators area Friday night or Saturday. Thanks for the help.

Scott Roselle

Team Lead Washington DC Operations

Office of Information Technology Operations

Office of Environmental Information

U.S. Environmental Protection Agency

Phone: (202) 566-1173

Mobile: **Ex. 6 - Personal Privacy**

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Thur 4/27/2017 5:59:39 PM
Subject: Samantha trip to NYC
[AUTH192353.pdf](#)

Ryan,

Samantha lands at 11:12pm tonight in NYC, and departs at 9:00 from LaGuardia.

Do you know what this is? If you don't I'll ask her.

JReeder

564 6082

Document Header Information

Document Type:	Auth	Document Name:	AUTH192353
Travel Authorization Number:	TAA04F9O	Trip Name:	Trip from Washington to New York
TA Date:	04/27/17	Currency:	USD
Organization:	EPAAO11OPEI	Current Status:	SIGNED
Purpose:	2-INFORMATIONAL MEETING	Document Detail:	Staffing the Administrator in NYC
Type Code:	TEMPORARY DUTY		

Traveler Profile

Name:	DRAVIS, SAMANTHA K	ID:	Ex. 6 - Personal Privacy
TID:	Ex. 6 - Personal Privacy	Organization:	EPAAO11OPEI
Title:		Duty Station:	
Security Cl:		Card:	CARDHOLDER EXEMPT
Office Address:		EMAIL:	dravis.samantha@epa.gov
Office Phone:		Cell Phone:	
Home Address:	Ex. 6 - Personal Privacy	Home Phone:	
Alternate Address:		Alternate Phone:	

Document Information

Trip Number: 1	Selected Trip			
Purpose:	Staffing the Administrator in NYC			
Itinerary Locations				
Check In	Check Out	Location	Purpose	Rate
04/27/17	04/28/17	NEW YORK, NY		267.00 / 74.00

Document Totals

Total Expenses:	716.45
Reimbursable Expenses:	557.00
Non-Reimbursable Expenses:	159.45
Advance Authorized:	445.60
Advance Requested:	.00

Document Totals by Expense Category

Expense Category	Cost	Advance Amount
Com. Carrier	144.70	.00
Hotel Tax	50.00	40.00
Lodging-PerDiem	296.00	236.80
M&IE -PerDiem	111.00	88.80
Misc Expense	100.00	80.00
Transaction Fees	14.75	.00
Total Expenses:	716.45	445.60

Trip 1 Details

Reservations Summary

Reservation Type	Vendor	Ticket#	Location	Cost
COMM-CARR	Ex. 6 - Personal Privacy	Ex. 6 - Personal Privacy		110.40
COMM-CARR				.00

Trip Itinerary

From: DCA Washington, DC (USA) (National Apt) TO: LGA New York, NY (USA) (La Guardia Apt)

Air

Thursday April 27, 2017

DCA-Washington, DC (USA) to LGA-New York, NY (USA) (

Apr 27 **Ex. 6 - Personal Privacy**

Washington, DC (USA) (National Apt) 04/27/2017 10:00PM

Confirmation Number: **Ex. 6 - Personal Privacy**

Flight Information

Distance 214 miles

No Seat Assigned

Duration: 1 Hour 12 Minutes Nonstop

New York, NY (USA) (La Guardia Apt) 04/27/2017 11:12PM

Emissions 113.4 lbs of CO2

Cost 110.40 USD

Friday April 28, 2017

LGA-New York, NY (USA) (to DCA-Washington, DC (USA)

Apr 28 **Ex. 6 - Personal Privacy**

New York, NY (USA) (La Guardia Apt) 04/28/2017 9:00AM

Confirmation Number: **Ex. 6 - Personal Privacy**

Flight Information

Distance 214 miles

No Seat Assigned

Duration: 1 Hour 26 Minutes Nonstop

Washington, DC (USA) (National Apt) 04/28/2017 10:26AM

Emissions 113.4 lbs of CO2

Expenses

Trip#: 1		Total Non-Per Diem Expenses:	309.45	Total Per Diem Expenses:	407.00
Date	Description	Category	Cost	Pay Method	Per Diem
04/27/2017	Airline Flight	Com. Carrier	110.40	CENTRAL BILL	
04/27/2017	Travel Fee	Com. Carrier	34.30	CENTRAL BILL	
Comment: LB ATRS Domestic w-Air-Rail					
04/27/2017	Hotel Tax (CONUS Only)	Hotel Tax	50.00	PERSONAL	
04/27/2017	Lodging	Lodging-PerDiem	296.00	PERSONAL	*
04/27/2017	M&IE	M&IE -PerDiem	55.50	PERSONAL	*
04/27/2017	Public Transit	Misc Expense	50.00	PERSONAL	
04/27/2017	TDY Voucher Fee	Transaction Fees	14.75	CENTRAL BILL	
04/28/2017	M&IE	M&IE -PerDiem	55.50	PERSONAL	*
04/28/2017	Public Transit	Misc Expense	50.00	PERSONAL	

Per Diem Allowances

Trip#: 1 Total Per Diem Allowances: 407.00

Date	Rate	Ldg Cost	Ldg Allowed	M&IE Cost	M&IE Allowed	B L D	Conf%
04/27/2017	267.00/ 74.00	296.00	296.00	55.50	55.50		
04/28/2017	267.00/ 74.00	0.00	0.00	55.50	55.50		

Other Authorizations

Trip#: 1

Other Authorization	Remarks
ACTUAL EXPENSE	<p></p>
Contract fare used or No contract fare exists for city-pair market	<p></p>

Payment Detail Information

Organization	Label	Accounting String	Payment Method	Amount
EPAAO11OPEI	17 OA OP	B7T.20172018.B.11B.ZZZMH9.MN111100.	CENTRAL BILL	159.45
EPAAO11OPEI	17 OA OP	B7T.20172018.B.11B.ZZZMH9.MN111100.	PERSONAL	557.00

Totals by Label

EPAAO11OPEI 17 OA OP Total B7T.20172018.B.11B.ZZZMH9.MN111100. 716.45

Totals by Payment Method

CENTRAL BILL Total 159.45
PERSONAL Total 557.00

Document History 04/27/2017 Auth: AUTH192353

STATUS	DATE	TIME	SIGNATURE NAME	REASON
CREATED	04/27/2017	8:47AM EST	CAROLYN INGE	
RESERVATIONS UPDATED	04/27/2017	8:47AM EST	CAROLYN INGE	
RESERVATIONS UPDATED	04/27/2017	8:47AM EST	SAMANTHA DRAVIS	
RESERVATIONS UPDATED	04/27/2017	8:47AM EST	SAMANTHA DRAVIS	
SIGNED	04/27/2017	9:06AM EST	INGE, CAROLYN Rena	
ADJUSTED	04/27/2017	9:07AM EST	INGE, CAROLYN Rena	

I certify that the electronic signatures listed above are valid and on file

SIGNED DATE

Document Signatures

Traveler/Preparer Name:

Traveler/Preparer Signature:

Date:

Approver Name:

Approver Signature:

Date:

To: 2017HQfirstassistants[2017HQfirstassistants@epa.gov];
2017Regionfirstassistants[2017Regionfirstassistants@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov];
Elkins, Arthur[Elkins.Arthur@epa.gov]; Associate Administrators[Associate_Administrators@epa.gov]
Cc: DAA-Career[DAACareer@epa.gov]; DRA[DRA@epa.gov]; ARA[ARA@epa.gov]; Gray,
Linda[gray.linda@epa.gov]; Carpenter, Wesley[Carpenter.Wesley@epa.gov]; Helm,
Arron[Helm.Arron@epa.gov]; Carter, Rick[Carter.Rick@epa.gov]; Taylor,
Jeremy[Taylor.Jeremy@epa.gov]; Bonner, Jerome[Bonner.Jerome@epa.gov]; OHR
PMOs[OHR_PMOs@epa.gov]; RHRO[RHRO@epa.gov]; Hart, Debbi[Hart.Debbi@epa.gov]; Jackson,
Ryan[jackson.ryan@epa.gov]; Cooper, Marian[Cooper.Marian@epa.gov]; Hunt,
Loretta[Hunt.Loretta@epa.gov]
From: Vizian, Donna
Sent: Tue 3/14/2017 7:12:53 PM
Subject: Fiscal Year 2017 Mid-Year Progress Reviews for General Schedule Employees
[2017 Mgmt Training Schedule - Attachment 1. 3-2-17.docx](#)
[FY17 Mid Year Progress Reviews for GS Employees Attachment 2.pdf](#)
[FY 2017 Mid-Year Progress Reviews for GS Employees.pdf](#)

MEMORANDUM

SUBJECT: Fiscal Year 2017 Mid-Year Progress Reviews for General Schedule Employees

FROM: Donna J. Vizian, Acting Assistant Administrator

TO: General Counsel

Assistant Administrators

Inspector General

Chief Financial Officer

Chief of Staff

Associate Administrators

Regional Administrators

The U.S. Environmental Protection Agency's *Performance Appraisal and Recognition System* policy requires that supervisors and employees meet twice a year, once at mid-

year and once at the end of the fiscal year, to discuss employee performance. The FY 2017 PARS rating cycle, which is from

October 1, 2016 through September 30, 2017, is nearing the mid-year point when these progress reviews must take place.

A mid-year progress review is an important way for a supervisor to provide ongoing feedback and document employee performance. During the review, the supervisor and employee should discuss the employee's progress toward achieving the critical elements in the PARS agreement. This discussion must be formally documented by initialing and dating the employee's applicable PARS form (bargaining or non-bargaining unit). The review also provides the supervisor with an opportunity to review the employee's position description and to work with the servicing Human Resources Shared Service Center to ensure it is current and appropriately classified.

Recently, the U.S. Office of Personnel Management sent agencies [guidance](#) on maximizing employee performance and addressing misconduct. OPM's guidance highlights the tools available to managers and supervisors for addressing performance issues.

If a supervisor has concerns about an employee's performance their servicing labor and employee relations specialist can provide guidance. Federal regulation and the [EPA policy](#) require a supervisor to provide assistance to an employee if an employee's performance falls below the fully successful level on any critical element at any time during the rating cycle. Please remember, there are steps a supervisor **must** take when an employee's performance falls below the fully successful level, and it is best to work with your labor and employee relations specialist to ensure that you are following the correct process.

Training on performance management is also available for supervisors and managers through the management training series offered by the Office of Administration and Resources Management-Research Triangle Park. Invitations are sent monthly to all EPA supervisors and managers. Please see the attached schedule for more information. The upcoming courses on performance management are:

- March 28th – PAPs, PIPs, Awards? Oh My!

- July 19th – Performance Management
- September 26th – Performance Management

In accordance with the PARS guidance, offices must complete their FY 2017 mid-year progress reviews by May 5, 2017. By June 2, 2017, the deputy assistant administrator or the deputy regional administrator must certify that mid-year progress reviews for all staff were completed using the attached certification template. If there is a legitimate reason why a supervisor was unable to conduct an employee's mid-year progress review (for example, the employee is on extended absence), the certification must provide the employee's name, an explanation for the delay and an estimate of when the mid-year review will be completed.

Thank you for your help in complying with agency policy and meeting these deadlines. Please have your staff send your signed PARS certification to Loretta Hunt, chief, Policy and Accountability Branch, at hunt.loretta@epa.gov. If you have questions, please contact me at (202) 564-4600 or have your staff contact Linda Gray, director, Office of Human Resources, at (202) 564-4606.

Attachments

1. OARM-RTP Management Training Schedule
2. Mid-Year Certification Templates

cc: Deputy Assistant Administrators

Deputy Regional Administrators

Assistant Regional Administrators

Director, Office of Human Resources

Deputy Director, Office of Human Resources

Directors, OARM/Cincinnati and RTP

Directors, Human Resources Shared Service Centers

Program Management Officers

Regional Human Resources Officers

Director, Policy, Planning and Training Division



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

MAR 10 2017

OFFICE OF
ADMINISTRATION
AND RESOURCES
MANAGEMENT

MEMORANDUM

SUBJECT: Fiscal Year 2017 Mid-Year Progress Reviews for General Schedule Employees

FROM: Donna J. Vizian, Acting Assistant Administrator

TO: General Counsel
Assistant Administrators
Inspector General
Chief Financial Officer
Chief of Staff
Associate Administrators
Regional Administrators

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2. Mid-Year Certification Templates

cc: Deputy Assistant Administrators
Deputy Regional Administrators
Assistant Regional Administrators
Director, Office of Human Resources
Deputy Director, Office of Human Resources
Directors, OARM/Cincinnati and RTP
Directors, Human Resources Shared Service Centers
Program Management Officers
Regional Human Resources Officers
Director, Policy, Planning and Training Division

Template: Certification of Mid-Year Progress Reviews**MEMORANDUM**

SUBJECT: Completion and Certification of Fiscal Year 2017 Performance Appraisal and Recognition System Mid-Year Progress Reviews

FROM: [Enter name and organization for appropriate Deputy Assistant Administrator or Deputy Regional Administrator]

TO: Loretta L. Hunt, Chief
Policy and Accountability Branch
Policy, Planning and Training Division
Office of Human Resources

I hereby certify that FY 2017 PARS mid-year progress reviews were completed for all employees in [fill in the AAship or Region] (excluding members of the Senior Executive Service).

Or use . . .

I hereby certify that FY 2017 PARS mid-year progress reviews were completed for all employees in [fill in the AAship or Region] (excluding members of the Senior Executive Service) except as follows:

Employee's name	Explanation for not receiving a mid-year performance review	Expected completion date

If you have any questions, please contact [fill in the AA or Regional point of contact].

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/14/2017 6:03:13 PM
Subject: RE: My contact info

I'm not sure yet.

From: Allen, Reginald
Sent: Tuesday, March 14, 2017 2:03 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Subject: FW: My contact info

FYI

See below from JP - will edit a bit and put on letterhead for you to sign in the morning with some other pending actions.

Are you with the boss all day tomorrow for the events?

Best

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: J.P. Freire [mailto:JP_Freire@hatch.senate.gov] Ex. 6 - Personal Privacy
Sent: Tuesday, March 14, 2017 1:10 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; JP_Freire@hatch.senate.gov
Subject: Re: My contact info

Hi Reggie,

Please use the following.

Ex. 5 - Deliberative Process

On Mon, Mar 13, 2017 at 3:40 PM Allen, Reginald <Allen.Reginald@epa.gov> wrote:

JP

As discussed - my contact info is below

Thanks

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

--

140 140 140 140 140 140 140 140

J.P. Freire

Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Willis, Sharnett[Willis.Sharnett@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Fraser, Scott[Fraser.Scott@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/14/2017 5:56:04 PM
Subject: RE: Need to leave

That's pretty important. **Ex. 6 - Personal Privacy**

From: Reeder, John
Sent: Tuesday, March 14, 2017 1:41 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Willis, Sharnett <Willis.Sharnett@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Fraser, Scott <Fraser.Scott@epa.gov>
Subject: Need to leave

Ex. 6 - Personal Privacy

Will adjust leave requests as approp.

John R.
202 564 6082 (direct)

To: Flynn, Mike[Flynn.Mike@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Tue 3/14/2017 12:49:16 PM
Subject: On my way in

Some delay but expect to be there about an hour late. Ryan do you have what you need this am? I've been in touch with lots of staff who are working at home, including Aaron.

Sent from my iPhone

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Reeder, John[Reeder.John@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Allen, Reginald
Sent: Sat 3/4/2017 2:35:24 AM
Subject: Re:

Yes sir it is

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 3, 2017, at 8:10 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Is the office of public engagement headed by a political?

Ryan Jackson

Chief of Staff

U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
From: Allen, Reginald
Sent: Fri 3/3/2017 7:10:17 PM
Subject: RE:

I met her today - will talk to about space at 4pm

No badge yet - security not cleared

Reggie

Reginald E. Allen
Director, Administrative and Executive Services
Office of the Administrator
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell **Ex. 6 - Personal Privacy**

-----Original Message-----

From: Jackson, Ryan
Sent: Friday, March 3, 2017 2:09 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>
Subject:

Ex. 2; Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
From: Allen, Reginald
Sent: Fri 3/3/2017 3:47:09 PM
Subject: RE:

Yes sir - Charles is out but John and I have discussed - can we talk about 1130?

Reginald E. Allen
Director, Administrative and Executive Services
Office of the Administrator
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell: Ex. 6 - Personal Privacy

-----Original Message-----

From: Jackson, Ryan
Sent: Friday, March 3, 2017 10:43 AM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Munoz, Charles <munoz.charles@epa.gov>
Subject:

I need to at some point see where on the 3rd floor the new coming politicals will be placed

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Hale, Michelle[hale.michelle@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
From: Allen, Reginald
Sent: Thur 3/2/2017 6:16:44 PM
Subject: RE: Cactus League Schedule

I assumed MST or the local time for where the game is being played - so 1:10 PM MST?

Reginald E. Allen
Director, Administrative and Executive Services
Office of the Administrator
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell Ex. 6 - Personal Privacy

-----Original Message-----

From: Hale, Michelle
Sent: Thursday, March 2, 2017 1:13 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Subject: RE: Cactus League Schedule

These are Eastern time

-----Original Message-----

From: Allen, Reginald
Sent: Thursday, March 2, 2017 1:09 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>
Subject: Cactus League Schedule

See attached cactus league schedule - I highlight in blue all the games on the 6th and 7th - all are 1:05 or 1:10 starts.

Reginald E. Allen, SES
Assistant Deputy Chief of Staff
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell Ex. 6 - Personal Privacy

-----Original Message-----

From: Jackson, Ryan
Sent: Thursday, March 2, 2017 12:42 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>
Subject:

Pruitt seems to think there are games at 3pm on Monday March 6 in the Cactus League. Can you double check this deal?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Bailey, KevinJ[Bailey.KevinJ@epa.gov]; Benjamin-Sirmons, Denise[Benjamin-Sirmons.Denise@epa.gov]; Brennan, Thomas[Brennan.Thomas@epa.gov]; Campbell, Jennie[Campbell.Jennie@epa.gov]; Caraballo, Mario[Caraballo.Mario@epa.gov]; Cuscino, Glen[Cuscino.Glen@epa.gov]; Etzel, Ruth[Etzel.Ruth@epa.gov]; Hope, Brian[Hope.Brian@epa.gov]; Hull, George[Hull.George@epa.gov]; Johnston, Khanna[Johnston.Khanna@epa.gov]; Kenny, Shannon[Kenny.Shannon@epa.gov]; Kling, David[Kling.Dave@epa.gov]; Lawrence, Tanya[Lawrence.Tanya@epa.gov]; Lesperance, Twanna[Lesperance.Twanna@epa.gov]; Reed, Khesha[Reed.Khesha@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Rogers, JoanB[Rogers.JoanB@epa.gov]; Zarba, Christopher[Zarba.Christopher@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Washington, Valerie[Washington.Valerie@epa.gov]; Twillman, Brian[Twillman.Brian@epa.gov]; Willis, Sharnett[Willis.Sharnett@epa.gov]; Fraser, Scott[Fraser.Scott@epa.gov]
From: Allen, Reginald
Sent: Mon 4/24/2017 9:31:43 PM
Subject: SOD/AA Meeting Agenda - Tuesday 25 April 2017; 10:00-12:00 - WJC-N; Rm. 3530
Final SOD Meeting Agenda 4-25-2017.docx

Teammates

Please find attached the agenda for the next AA/SOD Meeting on 25 April 2017.

Sorry for the delay and hope to see you there.

Best

Reggie

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

SOD/AA MEETING

APRIL 25, 2017 • 10:00 AM – 12 Noon • WJCN 3530

FINAL AGENDA

Please coordinate directly with Brian Twillman at Ex. 6 - Personal Privacy if you need to call in.

TOPIC	PRESENTER	TIME	MATERIALS / NOTES
Deputy Chief of Staff			
Opening Comments	John Reeder	5 min	N/A
Transition Discussion			
Transition Discussion	John / Reggie	10 min	N/A
AO Acquisition Management			
Brief Overview	Reggie / Glen	5 min	Slides
New Purchase Card System			
Brief Overview	Reggie / Glen	10 min	Slides
OAES Standing Report Outs and Updates			
HR Information <ul style="list-style-type: none">April 26: AO's Administrative Professionals DayApril 27: AO's Take Our Daughters and Sons to Work DayApril 28: All 2017 PARS mid-year discussions are to be completedApril 30: Maxiflex Pilot beginsMay 3: June 13: 2017 FEVS will be availableJune 26 -27: HQ's Inspection Program for AO is to be conducted	Reggie / Twanna	10 min	Slides / Handouts
Budget Information <ul style="list-style-type: none">2017 Closeout ScheduleTravel Card TrainingAO Fiscal Year 2017 Awards	Glen	10 min	Slides
New Business			
<ul style="list-style-type: none">Workforce Reshaping InitiativeVoluntary Early Retirement & Voluntary Separation Incentive Authorities (VERA/VSIP)	John / Reggie Twanna	40 min	Slides
Open Discussion – Other SOD/AA Business/Comments	All	10 min	N/A
Closing Comments - John			

To: Jackson, Ryan[jackson.ryan@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]
From: Allen, Reginald
Sent: Thur 3/2/2017 6:09:01 PM
Subject: Cactus League Schedule
[schedule2017.pdf](#)

See attached cactus league schedule - I highlight in blue all the games on the 6th and 7th - all are 1:05 or 1:10 starts.

Reginald E. Allen, SES
Assistant Deputy Chief of Staff
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell: [Ex. 6 - Personal Privacy](#)

-----Original Message-----

From: Jackson, Ryan
Sent: Thursday, March 2, 2017 12:42 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>
Subject:

Pruitt seems to think there are games at 3pm on Monday March 6 in the Cactus League. Can you double check this deal?

Ryan Jackson
Chief of Staff
U.S. EPA

[Ex. 6 - Personal Privacy](#)



2017 CACTUS LEAGUE SPRING TRAINING BASEBALL SCHEDULE

www.cactusleague.com

ARI - ARIZONA DIAMONDBACKS—Salt River Fields
CHC - CHICAGO CUBS—Sloan Park
CWS - CHICAGO WHITE SOX—Camelback Ranch
CIN - CINCINNATI REDS—Goodyear Ballpark
CLE - CLEVELAND INDIANS—Goodyear Ballpark

COL - COLORADO ROCKIES—Salt River Fields at Talking Stick
KC - KANSAS CITY ROYALS—Surprise Recreation Campus
LAA - LOS ANGELES ANGELS—Tempe Diablo Stadium
LAD - LOS ANGELES DODGERS—Camelback Ranch
MIL - MILWAUKEE BREWERS—Maryvale Baseball Park

OAK - OAKLAND ATHLETICS—Hohokam Stadium
SD - SAN DIEGO PADRES—Peoria Sports Complex
SEA - SEATTLE MARINERS—Peoria Sports Complex
SF - SAN FRANCISCO GIANTS—Scottsdale Stadium
TEX - TEXAS RANGERS—Surprise Recreation Campus

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
(ss) = Split Squad (n) = Night Game Day games start at 1:05 pm or 1:10 pm unless otherwise indicated. Night games start at 7:05 pm or 7:10 pm unless otherwise indicated. Games played at home spring training facility unless otherwise indicated. Dates, times and opponents subject to change.			February 22 Grand Canyon Univ. at ARI	23	24 Univ. of Wisconsin at MIL CIN at SF	25 MIL at LAA CHC (ss) at SF OAK at CHC (ss) COL at ARI CIN at CLE CWS at LAD SEA at SD KC at TEX
26 LAA at OAK CLE at CHC LAD at MIL ARI at COL (ss) SF at CIN COL (ss) at CWS SD at SEA TEX at KC	27 SD at LAA OAK at SF CWS at CHC CIN at ARI TEX (ss) at CLE COL at LAD KC at SEA MIL at TEX (ss)	28 CLE at OAK LAA at CHC KC at MIL LAD at COL CWS (ss) at CIN SEA at CWS (ss) SF at SD ARI at TEX	March 1 TEX at LAA LAD at SF (6:05 pm) CIN at MIL SD (ss) at COL SEA at CLE ARI at CWS OAK at SD (ss) CHC at KC	2 SF (ss) at LAA TEX at OAK CWS at SF (ss) SD at ARI CHC at CIN CLE at LAD MIL at SEA COL at KC	MIL at LAA SF at OAK CIN at CHC LAD (ss) at ARI COL at CLE KC at LAD (ss) CWS at SD (6:40 pm) SEA at TEX	4 CLE at OAK LAD at CHC TEX at MIL SEA at COL KC (ss) at CIN LAA at CWS ARI at SD SF at KC (ss)
5 CIN at LAA KC at SF COL at MIL CWS at ARI SD at CLE SEA (ss) at LAD OAK at SEA (ss) CHC at TEX	6 CHC at LAA CLE (ss) at SF LAD at COL MIL at CLE (ss) SD at CWS TEX at SEA ARI at KC	7 Italy at CHC CLE (ss) at ARI KC at CIN SF at LAD Mexico at SD COL at TEX	8 Italy at OAK Puerto Rico at SF LAD at MIL (ss) Mexico at ARI LAA at CIN MIL (ss) at CWS CLE at SEA (n) Venezuela at KC	9 CIN at OAK SEA at CHC Puerto Rico at COL LAA at CLE ARI at CWS MIL at SD Venezuela at TEX	SD at LAA CLE at SF CWS at MIL (ss) MIL (ss) at ARI COL at CIN (6:05 pm) TEX at LAD (n) CHC at SEA OAK at KC (6:05 pm)	11 TEX (ss) at OAK CIN (ss) at SF COL at CHC SD at MIL SF (ss) at ARI KC at CLE LAA at LAD CIN (ss) at SEA CWS at TEX (ss)
12 SEA at LAA CHC at OAK ARI at SF CIN (ss) at COL MIL at CIN (ss) TEX at CWS (ss) (12:05 pm) CWS (ss) at LAD (ss) (n) CLE at SD LAD (ss) at KC	13 LAD at LAA SEA at MIL KC at COL OAK at CIN CLE at CWS CHC at SD SF at TEX (6:05 pm)	14 COL at OAK MIL at CHC TEX at ARI SF at CLE CIN at LAD CWS at SEA LAA at KC	15 LAA at SF ARI at CHC (n) MIL at COL SD at CIN KC at CWS LAD at SEA CLE at TEX	16 ARI at MIL LAA at COL OAK at CLE CHC at LAD (12:05 pm) KC (ss) at SD SEA at KC (ss)	ARI (ss) at OAK COL at SF (6:05 pm) KC at MIL SEA (ss) at ARI (ss) CIN at CLE (ss) (6:05 pm) CHC at CWS (12:05 pm) SEA (ss) at LAD (ss) (n) LAD (ss) at SD (n) LAA at TEX (ss) CLE (ss) at TEX (ss) (n)* <i>*San Antonio, TX</i>	18 COL at LAA SD at OAK Asia (ss) at CHC CHC (ss) at MIL Asia (ss) at ARI TEX (ss) at CIN LAD at CWS SF at SEA CLE (ss) at KC CLE (ss) at TEX (ss) (n)* <i>*San Antonio, TX</i>
19 CWS at LAA MIL at SF KC at CHC (n) OAK at COL ARI at CLE Asia at LAD CIN at SD SEA at TEX	20 ARI at OAK (n) CHC at COL LAD at CLE SF at CWS TEX at SD (n) CIN at KC	21 SD at SF KC at ARI LAA at CIN MIL at LAD OAK at SEA (n) CWS at TEX (6:05 pm)	22 TEX at LAA (ss) SF at MIL CLE at COL CHC at CIN (6:05 pm) OAK at SEA LAA (ss) at SEA SD at KC	23 MIL at OAK SEA at SF (6:05 pm) CHC at ARI COL at CLE CIN at CWS LAA at SD LAD at TEX (4:05 pm)	SEA (ss) at LAA (5:10 pm) CWS at OAK CLE at CHC SF at COL MIL at CIN ARI at LAD KC at SEA (ss) SD at TEX	25 ARI at LAA CIN at OAK (ss) SD at SF (6:05 pm) CHC (ss) at COL CWS at CLE OAK (ss) at LAD TEX at SEA MIL at KC CHC (ss) at CIN (ss) CLE (ss) at TEX (ss) (n)* <i>*Las Vegas, NV</i>
26 KC at LAA SD (ss) at CHC (ss) OAK at MIL CLE at ARI SEA at CIN SF at CWS COL at SD (ss) LAD at TEX CHC (ss) at CIN* <i>*Las Vegas, NV</i>	27 KC at OAK CIN at SF LAA at ARI CHC at CLE (6:05 pm) CWS at LAD SEA at SD COL at TEX	28 OAK at LAA SF at CHC CLE at MIL TEX at COL LAD (ss) at CIN SD at LAD (ss) ARI at SEA CWS at KC	29 OAK at CHC LAA at MIL (12:05 pm) ARI at COL CLE at CIN (12:05 pm) SD at CWS (12:05 pm) LAD at SEA TEX at KC (12:05 pm)	30 COL at SD (12:10 pm) CLE at ARI (ss) (6:40 pm)* <i>*Phoenix, AZ</i> CHC at Houston (n)* <i>*Houston, TEX</i> OAK at SF (7:15 pm)* <i>*San Francisco, CA</i> LAD at LAA (n)* <i>*Anaheim, CA</i>	COL at SEA (6:40 pm) CLE at ARI (6:40 pm)* <i>*Phoenix, AZ</i> CHC at Houston <i>*Houston, TEX</i> OAK at SF (7:15 pm)* <i>*San Francisco, CA</i> CWS at MIL (n)* <i>*Milwaukee, WI</i> CIN at Louisville (6:05 pm)* <i>*Louisville, KY</i> KC at TEX (n)* <i>*Arlington, TEX</i> LAD at LAA (n)* <i>*Anaheim, CA</i>	April 1 SEA at COL (12:05 pm) SF at OAK (12:05 pm) <i>*San Francisco, CA</i> CWS at MIL <i>*Milwaukee, WI</i> KC at TEX <i>*Arlington, TEX</i> LAA at LAD <i>*Los Angeles, CA</i> SD at LAD (12:05 pm) <i>*Los Angeles, CA</i>

2017 CACTUS LEAGUE SPRING TRAINING TEAM AND TICKET INFO



GLENDALE

CHICAGO WHITE SOX | LOS ANGELES DODGERS

CAMELBACK RANCH-GLENDALE

10710 W Camelback Road, Phoenix, AZ 85037
623-302-5000 | www.camelbackranchbaseball.com
www.whitesox.com | www.dodgers.com
Tickets on sale January 9, 2017 10 am MST online or 800-905-3315
Camelback Ranch Ticket Office opens January 30, 2017 10 am MST
Dynamic ticket pricing will vary by game | Free parking

MARYVALE

MILWAUKEE BREWERS

MARYVALE BASEBALL PARK

3600 N 51st Avenue, Phoenix, AZ 85031
623-2455500 | www.phoenix.gov/parks/sports/professional/maryvalebaseballpark
www.brewers.com
Tickets on sale now online or 800-933-7890
Maryvale Baseball Park Ticket Office opens February 6, 2017 9 am MST
Ticket prices range \$8 to \$32 | \$5 parking

MESA

OAKLAND ATHLETICS

HOHOKAM STADIUM

1235 N Center Street, Mesa, AZ 85201
480-644-4451 | www.athletics.com/spring
www.athletics.com
Tickets on sale now online or 877-493-BALL or visit stadium ticket kiosks
Hohokam Stadium Ticket Office opens February 6, 2017
Dynamic ticket pricing will vary by game | \$5 parking

SALT RIVER

ARIZONA DIAMONDBACKS | COLORADO ROCKIES

SALT RIVER FIELDS AT TALKING STICK

7555 N Pima Road, Scottsdale, AZ 85258
480-270-5000 | www.saltriverfields.com
www.dbacks.com | www.rockies.com
Tickets on sale January 7, 2017 10 am MST online or 800-490-0383
Salt River Fields Ticket Office opens January 7, 2017 10 am MST
Ticket prices range \$11 to \$37 | \$5 parking | \$15 RV parking

SURPRISE

KANSAS CITY ROYALS | TEXAS RANGERS

SURPRISE RECREATION CAMPUS

15960 N Bullard Avenue, Surprise, AZ 85374
623-222-2222 | www.surprisepringtraining.com
www.royals.com | www.rangers.com
Tickets on sale now online
Surprise Stadium Ticket Office opens January 7, 2017 7 am MST
Ticket prices range \$8 to \$35 | Free parking



GOODYEAR

CLEVELAND INDIANS | CINCINNATI REDS

GOODYEAR BALLPARK

1933 S Ballpark Way, Goodyear, AZ 85338
623-882-3130 | www.goodyearbp.com
www.indians.com | www.reds.com
Tickets on sale now online
Goodyear Ballpark Ticket Office opens January 14, 2017 10 am MST
Ticket prices range \$8 to \$31 | \$5 parking

MESA

CHICAGO CUBS

SLOAN PARK

2330 W Rio Salado Parkway, Mesa, AZ 85201
480-668-0500 | www.sloanpark.com
www.cubs.com
Tickets on sale January 7, 2017 10 am MST online or 1-800-THE-CUBS
Sloan Park Ticket Office opens January 7, 2017 10 am MST
Dynamic ticket pricing will vary by game | \$5 parking | \$10 preferred parking

PEORIA

SAN DIEGO PADRES | SEATTLE MARINERS

PEORIA SPORTS COMPLEX

16101 N 83rd Avenue, Peoria, AZ 85382
623-773-8700 | www.springtrainingpeoria.com
www.padres.com | www.mariners.com
Tickets on sale now online or 800-677-1227
Peoria Stadium Ticket Office opens January 28, 2017 10 am MST
Dynamic ticket pricing will vary by game | \$5 parking | \$10 RV parking

SCOTTSDALE

SAN FRANCISCO GIANTS

SCOTTSDALE STADIUM

7408 E Osborn Road, Scottsdale, AZ 85251
480-312-2586 | www.scottsdaleaz.gov/scottsdale-stadium
www.sfgiants.com
Tickets on sale January 12, 2017 10 am MST online or 877-4SF-GTIX
Scottsdale Stadium Ticket Office opens January 12, 2017 10 am MST
Dynamic ticket pricing will vary by game | Limited free parking

TEMPE

LOS ANGELES ANGELS OF ANAHEIM

TEMPE DIABLO STADIUM

2200 W Alameda Drive, Tempe, AZ 85282
480-350-5265 | www.tempe.gov/diablo
www.angels.com
Tickets on sale now online or 800-745-3000
Tempe Diablo Stadium Ticket Office opens February 11, 2017 9 am MST
Dynamic ticket pricing will vary by game | \$5 parking | \$25 RV parking

- *Tickets.com: 800-905-3315 or visit Tickets.com*
- *Ticketmaster: 800-745-3000 or visit Fry's Marketplace or Ticketmaster.com*
- *Ticket prices subject to change*

Utilizing this website/schedule for corporate and or personal profit not formally approved or formally affiliated with the Arizona Cactus League is strictly prohibited. Utilizing team logos / marks not formally affiliated with the Arizona Cactus League requires direct approval from Major League Baseball Advanced Media (MLBAM).



To: Wilson, SeVera[Wilson.SeVera@epa.gov]
Cc: Hale, Michelle[hale.michelle@epa.gov]; Jefferson, Gayle[Jefferson.Gayle@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Jenkins, Donna[Jenkins.Donna@epa.gov]
From: Allen, Reginald
Sent: Fri 4/7/2017 11:43:11 PM
Subject: Re: ADMINISTRATOR'S DESK FURNITURE REQUEST

That would work but it need to assembled

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell

Ex. 6 - Personal Privacy

On Apr 7, 2017, at 4:20 PM, Wilson, SeVera <Wilson.SeVera@epa.gov> wrote:

Hi Reggie, I would suggest, we have the desk delivered to our warehouse and have it aired out for a week, before delivering it to his office. Thanks.

From: Allen, Reginald
Sent: Friday, April 07, 2017 3:35 PM
To: Hale, Michelle <hale.michelle@epa.gov>
Cc: Wilson, SeVera <Wilson.SeVera@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Jenkins, Donna <Jenkins.Donna@epa.gov>
Subject: Fwd: ADMINISTRATOR'S DESK FURNITURE REQUEST

Team

We can get the Amazon desk if that is the way we want to go - It will need to be set up on a Friday so the desk has the weekend to air out. (See below)

The real question is once the costs to hang the remaining prints come in, it is likely that there will only be around 2k of the 5k available (if that much) so I see the remaining options as:

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell 202-306-2879

Begin forwarded message:

From: "Cleland-Hamnett, Wendy" <Cleland-Hamnett.Wendy@epa.gov>

Date: April 7, 2017 at 3:12:01 PM EDT

To: "Allen, Reginald" <Allen.Reginald@epa.gov>
Cc: "Wise, Louise" <Wise.Louise@epa.gov>, "Reeder, John" <Reeder.John@epa.gov>, "Milhouse, Gloria" <Milhouse.Gloria@epa.gov>
Subject: Re: ADMINISTRATOR'S DESK FURNITURE REQUEST

Reggie,

Ex. 5 - Deliberative Process

I hope this is helpful. Please let me know.

Wendy

Wendy Cleland-Hamnett

Acting Assistant Administrator

Principal Deputy Assistant Administrator

Office of Chemical Safety & Pollution Prevention

U.S. EPA

On Apr 7, 2017, at 12:27 PM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Wendy / Louise

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Best

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell 202-306-2879

From: bpathare

Sent: Monday, March 13, 2017 4:30 PM

To: Wilson, SeVera <Wilson.SeVera@epa.gov>

Cc: Jenkins, Donna <Jenkins.Donna@epa.gov>

Subject: ADMINISTRATOR'S DESK FURNITURE REQUEST

SeVera,

We looked up the desk on Amazon which Michelle gave us a copy of.

https://www.amazon.com/Coaster-Furniture-800800-Executive-Computer/dp/B003MBIWTA/ref=s9_simh_gw_g196_i1_r?_encoding=UTF8&fpl=fresh&pf_rd_m=AT3b4-40b1-8da6-7c1c9eb81d33&pf_rd_i=desktop

https://www.amazon.com/gp/help/customer/display.html/ref=dp_prop65_warn?ie=UTF8&nodeId=323

Ex. 5 - Deliberative Process

Thanks,

Bhushan

<image001.jpg>

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Hale, Michelle[hale.michelle@epa.gov]
From: Allen, Reginald
Sent: Thur 3/2/2017 5:56:28 PM
Subject: RE:

Will check again but I think that is not correct

Reginald E. Allen
Director, Administrative and Executive Services
Office of the Administrator
U.S. Environmental Protection Agency
Office 202-564-0444
Direct 202-564-1029
Cell **Ex. 6 - Personal Privacy**

-----Original Message-----

From: Jackson, Ryan
Sent: Thursday, March 2, 2017 12:42 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>
Subject:

Pruitt seems to think there are games at 3pm on Monday March 6 in the Cactus League. Can you double check this deal?

Ryan Jackson
Chief of Staff
U.S. EPA
Ex. 6 - Personal Privacy

Cc: Wilson, SeVera[Wilson.SeVera@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Jenkins, Donna[Jenkins.Donna@epa.gov]
To: Hale, Michelle[hale.michelle@epa.gov]
From: Allen, Reginald
Sent: Fri 4/7/2017 7:34:47 PM
Subject: Fwd: ADMINISTRATOR'S DESK FURNITURE REQUEST

Team

We can get the Amazon desk if that is the way we want to go - It will need to be set up on a Friday so the desk has the weekend to air out. (See below)

The real question is once the costs to hang the remaining prints come in, it is likely that there will only be around 2k of the 5k available (if that much) so I see the remaining options as:

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell: Ex. 6 - Personal Privacy

Begin forwarded message:

From: "Cleland-Hamnett, Wendy" <Cleland-Hamnett.Wendy@epa.gov>
Date: April 7, 2017 at 3:12:01 PM EDT
To: "Allen, Reginald" <Allen.Reginald@epa.gov>

Cc: "Wise, Louise" <Wise.Louise@epa.gov>, "Reeder, John" <Reeder.John@epa.gov>, "Milhouse, Gloria" <Milhouse.Gloria@epa.gov>
Subject: Re: ADMINISTRATOR'S DESK FURNITURE REQUEST

Reggie,

Ex. 5 - Deliberative Process

I hope this is helpful. Please let me know.

Wendy

Wendy Cleland-Hamnett
Acting Assistant Administrator
Principal Deputy Assistant Administrator
Office of Chemical Safety & Pollution Prevention
U.S. EPA

On Apr 7, 2017, at 12:27 PM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Wendy / Louise

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Best

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: bpathare

Sent: Monday, March 13, 2017 4:30 PM

To: Wilson, SeVera <Wilson.SeVera@epa.gov>

Cc: Jenkins, Donna <Jenkins.Donna@epa.gov>

Subject: ADMINISTRATOR'S DESK FURNITURE REQUEST

SeVera,

We looked up the desk on Amazon which Michelle gave us a copy of.

https://www.amazon.com/Coaster-Furniture-800800-Executive-Computer/dp/B003MBIWTA/ref=s9_simh_gw_g196_i1_r?_encoding=UTF8&fpl=fresh&pf_rd_m=ATV23b4-40b1-8da6-7c1c9eb81d33&pf_rd_i=desktop

https://www.amazon.com/gp/help/customer/display.html/ref=dp_prop65_warn?ie=UTF8&nodeId=32340

Ex. 5 - Deliberative Process

Thanks,

Bhushan

<image001.jpg>



To: Caraballo, Mario[Caraballo.Mario@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]; Hull, George[Hull.George@epa.gov]; Konkus, John[konkus.john@epa.gov]; Ferguson, Lincoln[ferguson.lincoln@epa.gov]; Grantham, Nancy[Grantham.Nancy@epa.gov]; Golightly-Howell, Velveta[Golightly-Howell.Velveta@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Stein, Kathie[Stein.Kathie@epa.gov]; Ward, Mary-Beth[Ward.Mary-Beth@epa.gov]; Zarba, Christopher[Zarba.Christopher@epa.gov]; Avila, Aaron[avila.aaron@epa.gov]; Brennan, Thomas[Brennan.Thomas@epa.gov]; Kling, David[Kling.Dave@epa.gov]; Lynch, Mary-Kay[Lynch.Mary-Kay@epa.gov]; Lawrence, Tanya[Lawrence.Tanya@epa.gov]; Etzel, Ruth[Etzel.Ruth@epa.gov]; Schwab, Justin[schwab.justin@epa.gov]; Fine, Steven[fine.steven@epa.gov]; Benjamin-Sirmons, Denise[Benjamin-Sirmons.Denise@epa.gov]; Bloom, David[Bloom.David@epa.gov]; Breen, Barry[Breen.Barry@epa.gov]; Chu, Ed[Chu.Ed@epa.gov]; Cleland-Hamnett, Wendy[Cleland-Hamnett.Wendy@epa.gov]; Coleman, Sam[Coleman.Sam@epa.gov]; Dunham, Sarah[Dunham.Sarah@epa.gov]; Heard, Anne[Heard.Anne@epa.gov]; Kaplan, Robert[kaplan.robert@epa.gov]; Kavlock, Robert[Kavlock.Robert@epa.gov]; McCabe, Catherine[McCabe.Catherine@epa.gov]; Nishida, Jane[Nishida.Jane@epa.gov]; Pirzadeh, Michelle[Pirzadeh.Michelle@epa.gov]; Rodrigues, Cecil[rodrigues.cecil@epa.gov]; Shapiro, Mike[Shapiro.Mike@epa.gov]; Starfield, Lawrence[Starfield.Lawrence@epa.gov]; Strauss, Alexis[Strauss.Alexis@epa.gov]; Szaro, Deb[Szaro.Deb@epa.gov]; Thomas, Deb[thomas.debrah@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]; Connors, Sandra[Connors.Sandra@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Freire, JP[Freire.JP@epa.gov]; Davis, Patrick[davis.patrick@epa.gov]; Ericksen, Doug[ericksen.doug@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]; Hope, Brian[Hope.Brian@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Greenwalt, Sarah[greenwalt.sarah@epa.gov]; Hupp, Millan[hupp.millan@epa.gov]; Hupp, Sydney[hupp.sydney@epa.gov]; Dravis, Samantha[dravis.samantha@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Scheraga, Joel[Scheraga.Joel@epa.gov]; Dalbey, Matthew[Dalbey.Matthew@epa.gov]; Rees, Sarah[rees.sarah@epa.gov]; Shaw, Nena[Shaw.Nena@epa.gov]; Kenny, Shannon[Kenny.Shannon@epa.gov]; McGartland, Al[McGartland.Al@epa.gov]; Sugiyama, George[sugiyama.george@epa.gov]; Bolen, Brittany[bolen.brittany@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Bangerter, Layne[bangerter.layne@epa.gov]
Cc: Lesperance, Twanna[Lesperance.Twanna@epa.gov]; Johnson, Melissa[Johnson.Melissa@epa.gov]
From: Allen, Reginald
Sent: Thur 4/6/2017 11:05:35 PM
Subject: FW: 2017 Mid-Year Performance Discussion for the Performance Appraisal and Recognition System (PARS)

Teammates

Please see John Reeder's note below and begin working your performance standards if you have not done so already. Apologies if you received John's note already.

Best

Reggie

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: Reeder, John

Sent: Thursday, April 6, 2017 5:35 PM

To: 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>

Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Lesperance, Twanna <Lesperance.Twanna@epa.gov>

Subject: 2017 Mid-Year Performance Discussion for the Performance Appraisal and Recognition System (PARS)

Good Afternoon,

As you know, April is the month for conducting mid-year reviews. It's a good time to get your standards set up too, if you haven't already.

The requirement for performance standards applies for all employees, except PAS positions.

There is NO rating given at mid-years, but performance discussion is REQUIRED for all employees.

If you are reporting to the Immediate Office of the Administrator, you will soon be contacted to set up your meeting. Prior to your meeting please develop your performance standards, if not already done, so they can be signed at the meeting.

We suggest that you work with your deputies, managers, or other designees to help establish your plan and be sure to bring a draft copy with you to the discussion.

FREQUENTLY ASKED QUESTIONS

Why are Mid-Years important?

The mid-year reviews provide a major opportunity for supervisors and staff to discuss critical duties and responsibilities, expectations, organizational priorities, career goals, and employee-supervisor communication. The mid-year review is a discussion of an employee's progress toward achieving the critical elements in the employee's PARS agreement; as well, it is a good time to identify opportunities for both the parties to support other needs, address career development and office goals. Effective and meaningful performance discussions will help sustain health working environments and foster good supervisory and employee relationships.

To be most effective, the discussion needs to be *two-way* -- both managers and staff need to actively engage. These discussions are an important means for all of us to continue to develop and foster a culture of ongoing feedback and performance improvement. The *AO Performance Discussion Guide* is a useful tool for both supervisors and employees. The Guide was created by AO and is recognized as one of the best in government.

Who is Included in this Process?

- All career and non-career staff including SES/ST/SLs must have a mid-year discussion;
- If you are **an SES member** in the position of Assistant Administrator or Regional Administrator (permanently or “acting”), you will be rated by AO (not including non-career Senate confirmed employees). In most other cases, employees on detail will be rated by their home office, with input from their host office;
- You may work with an individual on your immediate staff or Twanna Lesperance Twanna Lesperance, in the Office of Administrative and Executive Services, at 202-564-0419, for questions regarding this process.

What are the Key Dates and Actions?

- **April 1 through April 28** – All mid-year discussions are to be held.
- **April 28** -- Deadline for all mid-year discussions to be completed.
- **May 12** – AO will certify to OARM that all performance discussions have been completed.

Who Does What?

- Acting Assistant Administrators, Acting Regional Administrators, and Associate Administrators (permanent or “acting”), and other direct reports to the Administrator may be rated by the Administrator, Acting Deputy Administrator, or COS;
- Assistant Administrators, Regional Administrators, Associate Administrators/SODs (permanent and “acting”) will rate their SES/SL/ST direct reports;

The attachments and these links may be helpful to you with the FY 2017 PARS process:

Ex. 6 - Personal Privacy

and/or this one:

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Which Forms are to be Used? The following links will obtain the fillable forms and other information.

- SES Performance Plan template:

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Ex. 6 - Personal Privacy

- AD and Sch. C Appointees Performance Plan template:

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- Additional information and management documents on the EPA Intranet:

Ex. 6 - Personal Privacy

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Cc: Lesperance, Twanna[Lesperance.Twanna@epa.gov]; Johnson, Melissa[Johnson.Melissa@epa.gov]
From: Allen, Reginald
Sent: Thur 4/6/2017 10:49:57 PM
Subject: FW: 2017 Mid-Year Performance Discussion for the Performance Appraisal and Recognition System (PARS)

Teammates

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Best

Reggie